

DIVERSITY, EQUITY, INCLUSION, AND BELONGING REPORT

DECEMBER 2022

A LETTER FROM CXO, MARK MATHIA



Colleagues:

Signature Performance was founded on four core values. These values reflect a more profound commitment to whom the firm aspires to become. Since its inception, it has taken courage, passion, integrity, and respect. These play into a broader expression of the Signature Way and our uncommon culture of Diversity, Equity, Inclusion, and Belonging (DEIB). Since 2004, Signature's commitment has been to create a place where Associates can find a career that serves the healthcare industry in a psychologically safe and diverse culture where everyone can show up and bring their unique talents and strengths to work for the healthcare industry every day.

Today, I'm happy to report that the state of DEIB at Signature Performance is strong. This is a time for us all to be proud of the strong base we have built and celebrate the strengths in our diversity, but it is also a time to create a deeper commitment so that we honor the work done before us and never grow complacent. The healthcare industry is counting on us to bring a distinctive approach to uncommonly reducing administrative costs and burdens.

For this reason, diversity in the workplace is more important than ever.

This report will show Signature's uncommon commitment to diversity efforts, a snapshot of Signature today, and a glimpse of how we will capture the vision and hope of the future.

In common mission,



Mark L. Mathia
Chief Experience Officer



Amy Hennings
VP of Experience



Gibril Mansaray
Experience Manager of Diversity,
Equity, Inclusion and Belonging

THE STATE OF TODAY'S WORKFORCE

Our nation's workforce is changing

- By 2030, nearly **78%** of the global workforce will be made up of Millennials and Gen Z.
- Only **56%** of millennials and **52%** of Gen Z, respectively, in the country are white, as compared to **72%** of the members of the baby boomer generation.

Diverse and inclusive organizations outperform the competition

- Culturally diverse executive teams are **33%** more likely to have industry-leading profitability.
- Companies in the bottom quartile for both gender and ethnic/cultural diversity were **29%** less likely to achieve above-average profitability than were all other companies.

Signature Associates value diversity

- In our most recent S14 report, **92%** of Signature Associates indicated that they highly value inclusion and diversity in the workplace. Signature's efforts aid in attracting and retaining the industry's best talent.



SIGNATURE'S UNCOMMON COMMITMENT TO DEIB

Omaha CODE

The Commitment to Opportunity, Diversity and Equity (CODE) was created to help the Omaha community achieve sustainable growth in the areas of diversity, inclusivity, equity and opportunity. In 2020, Signature Performance signed the CEOs for CODE pledge - a commitment to break down barriers and drive change at the Executive Level. In 2020, Signature Performance, led by Allen Fredrickson, was one of first organizations to sign the pledge.

Nebraska Competes

Nebraska Competes is a non-partisan coalition of businesses committed to achieving nondiscrimination policies at the community and state levels in order to attract the best talent, to increase business-to-business & business-to-consumer relationships, and to grow Nebraska's economy. In April of 2021, Signature Performance became one of 35 businesses to be named as early adopters, joining Nebraska Competes and standing together in agreement that LGBTQ+ inclusion is vital for Omaha businesses.

Signature's Commitment to Equity

Signature Performance will conduct an annual internal review to examine pay equity among members of the firm at all levels. As well as our internal efforts, we are committed to an external review every five years through a third party to confirm pay equity by gender and by race.



SIGNATURE'S UNCOMMON COMMITMENT TO DEIB

Community Commitment

Signature is committed to contributing to organizations in the community that are committed and advocate for inclusion and help the vulnerable.



NORTHSTAR





SIGNATURE'S DIVERSITY SNAPSHOT

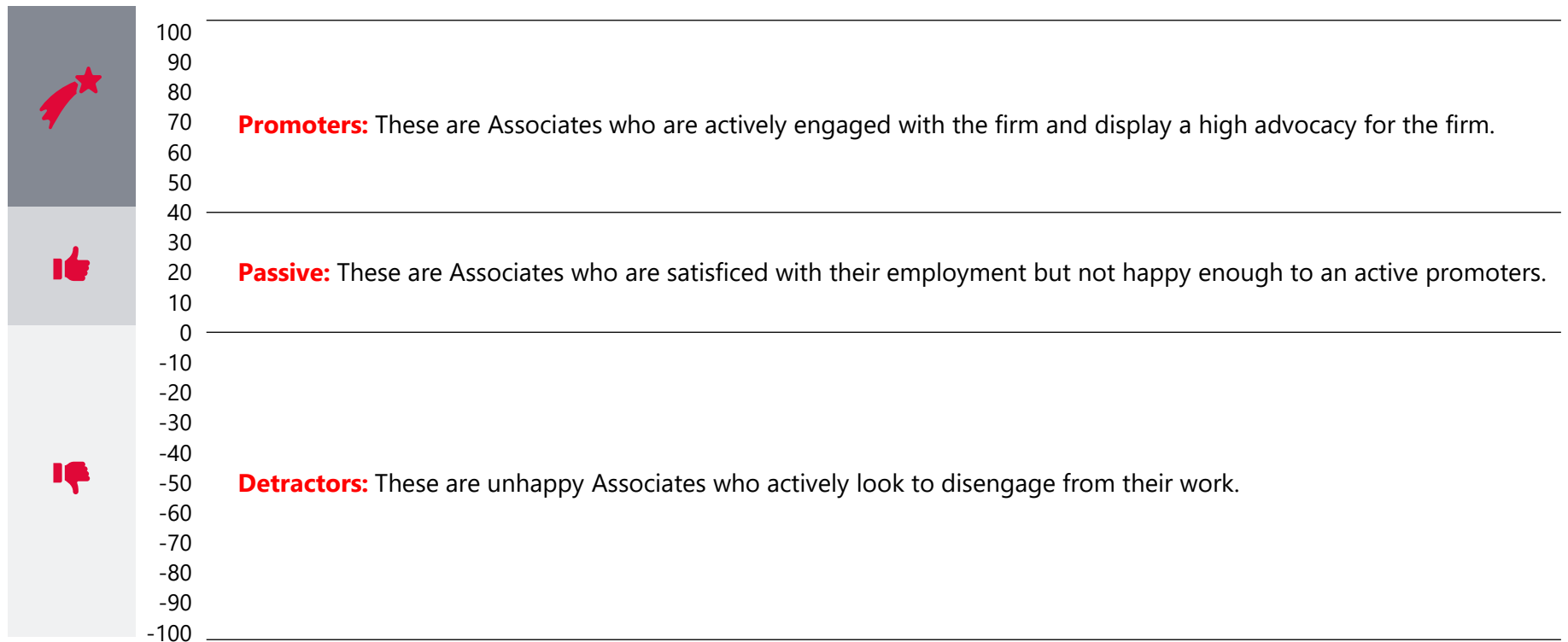


UNDERSTANDING ANPS

aNPS: The Associate Net Promoter Score is a snapshot number of overall advocacy for our firm. Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) in response to "How likely is it that you would recommend Signature performance to a family member or friend?"

Depending on their response, Associates fall into one of three categories to establish an aNPS score.

To determine an aNPS, you subtract the percentage of "Detractors" from the percentage of "Promoters." An aNPS score can fall anywhere on a gage from -100.0 to +100.0. At Signature, we always aim for a score higher than +40.0, as an averaged score between +40.0 and +100.0 shows our Associates are actively promoting Signature.

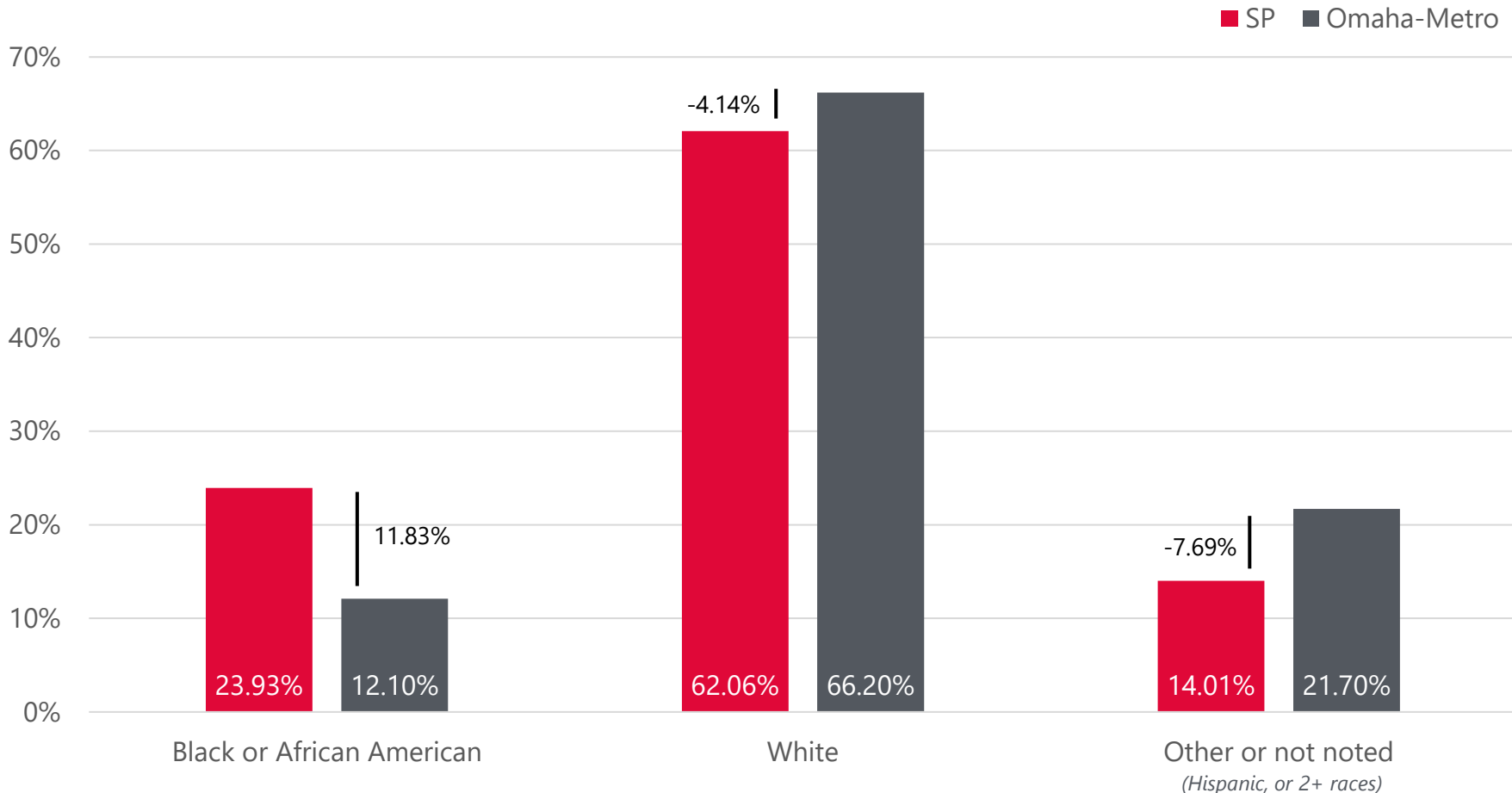


DEIB SNAPSHOT:

RACE AND ETHNICITY AT SIGNATURE

WHAT THIS MEANS FOR SP

Signature's BIPOC and Hispanic/Latino population is **38%**, which is **4%** greater than the **34%** of the Omaha-Metro, making SP more racially diverse than the Omaha area.

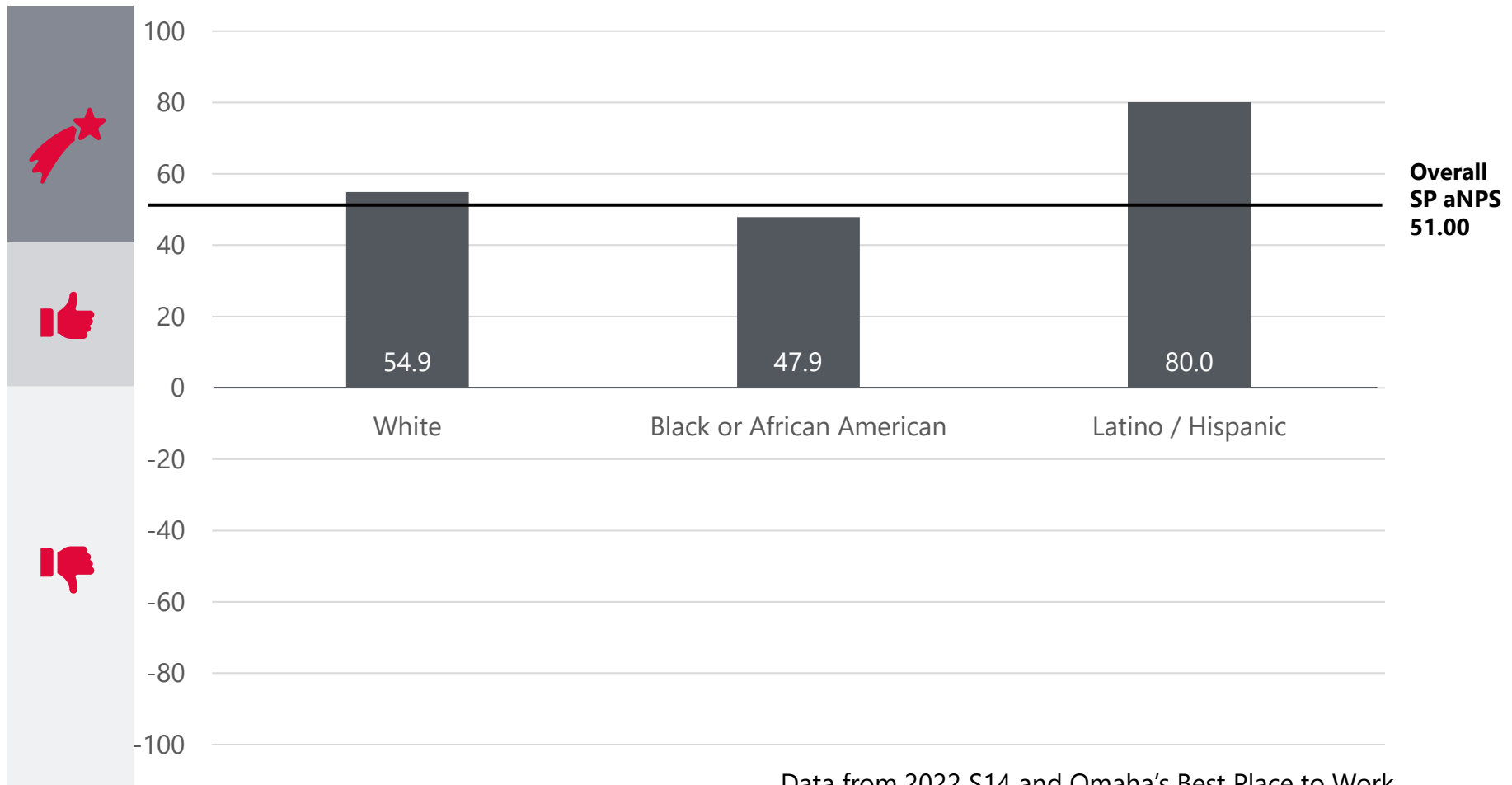


DEIB SNAPSHOT:

aNPS BY RACE AND ETHNICITY

WHAT THIS MEANS FOR SP

The data illustrates that Signature has a strong favorability rating among all Associate groups and shows how each group aids in overall favorable aNPS scores. What the scores also reveal is that there is not one group whose NPS is drastically lower than the others.

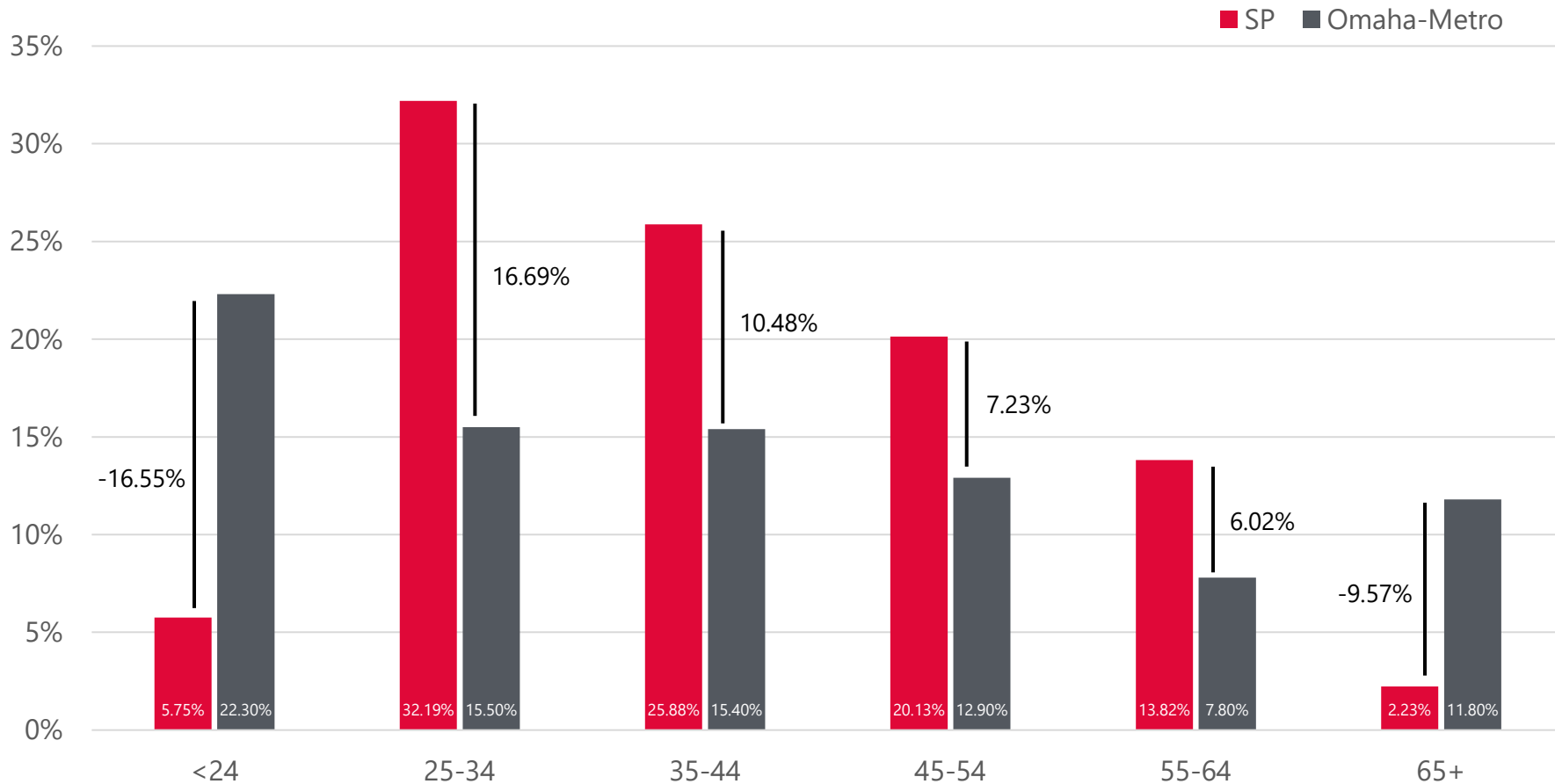


DEIB SNAPSHOT:

AGE AT SIGNATURE

WHAT THIS MEANS FOR SP

Roughly **20% of Omaha's workforce are over the age of 55**. As we look at the future of Signature, we need to start planning for the workforce of the future. According to Forbes magazine, by 2025, **nearly 75% of the global workforce will be made up of millennials and Gen Z**.

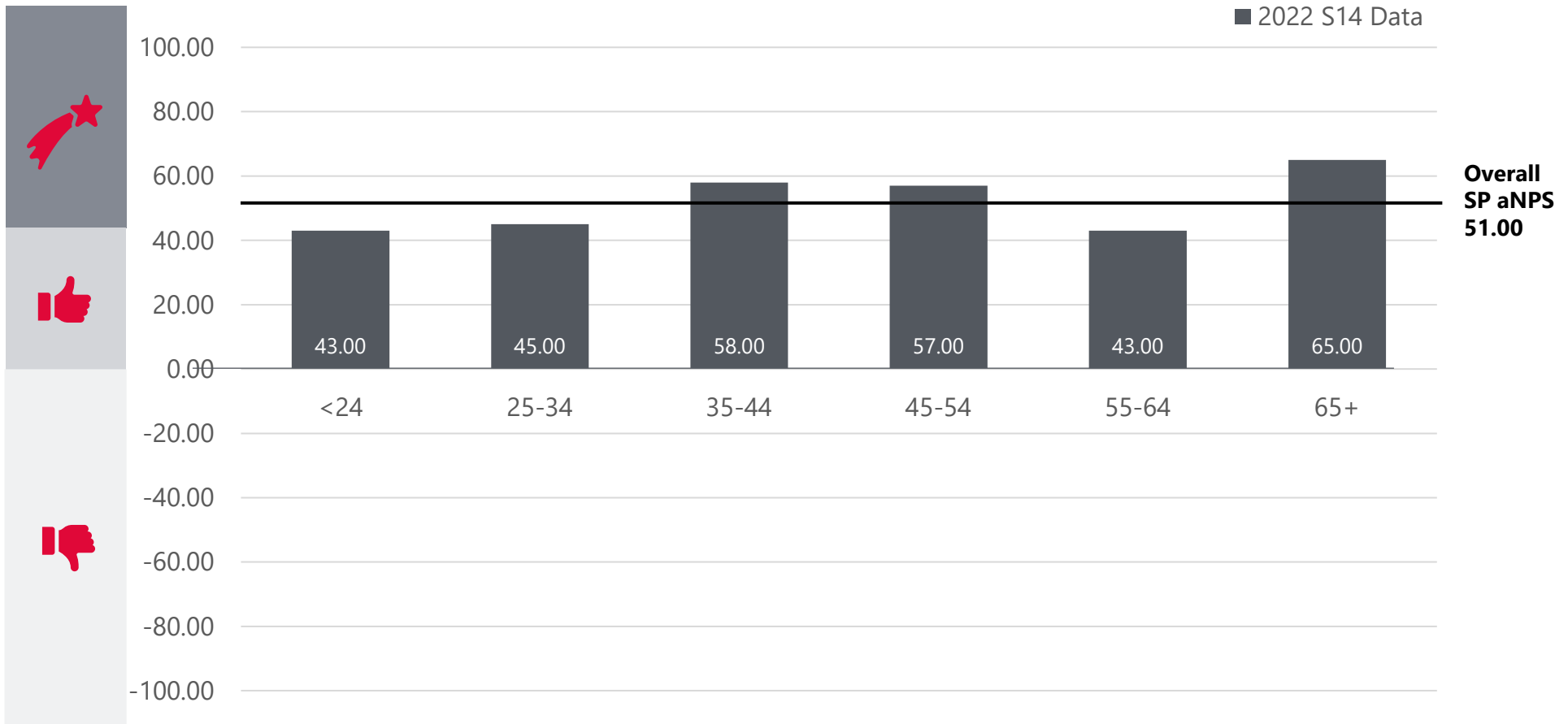


DEIB SNAPSHOT: AGE aNPS

WHAT THIS MEANS FOR SP

According to Gallup, the top four things Millennials & Gen Z look for in their employer is: 1) The organization cares about wellbeing. 2) The organization has ethical leadership. 3) The organization is diverse and inclusive. 4) The organization's leadership is open and transparent

These generations seek work-life integration, belonging and authenticity. Connecting these generations to Signature's mission and purpose are critical for sustaining our workforce of the future.

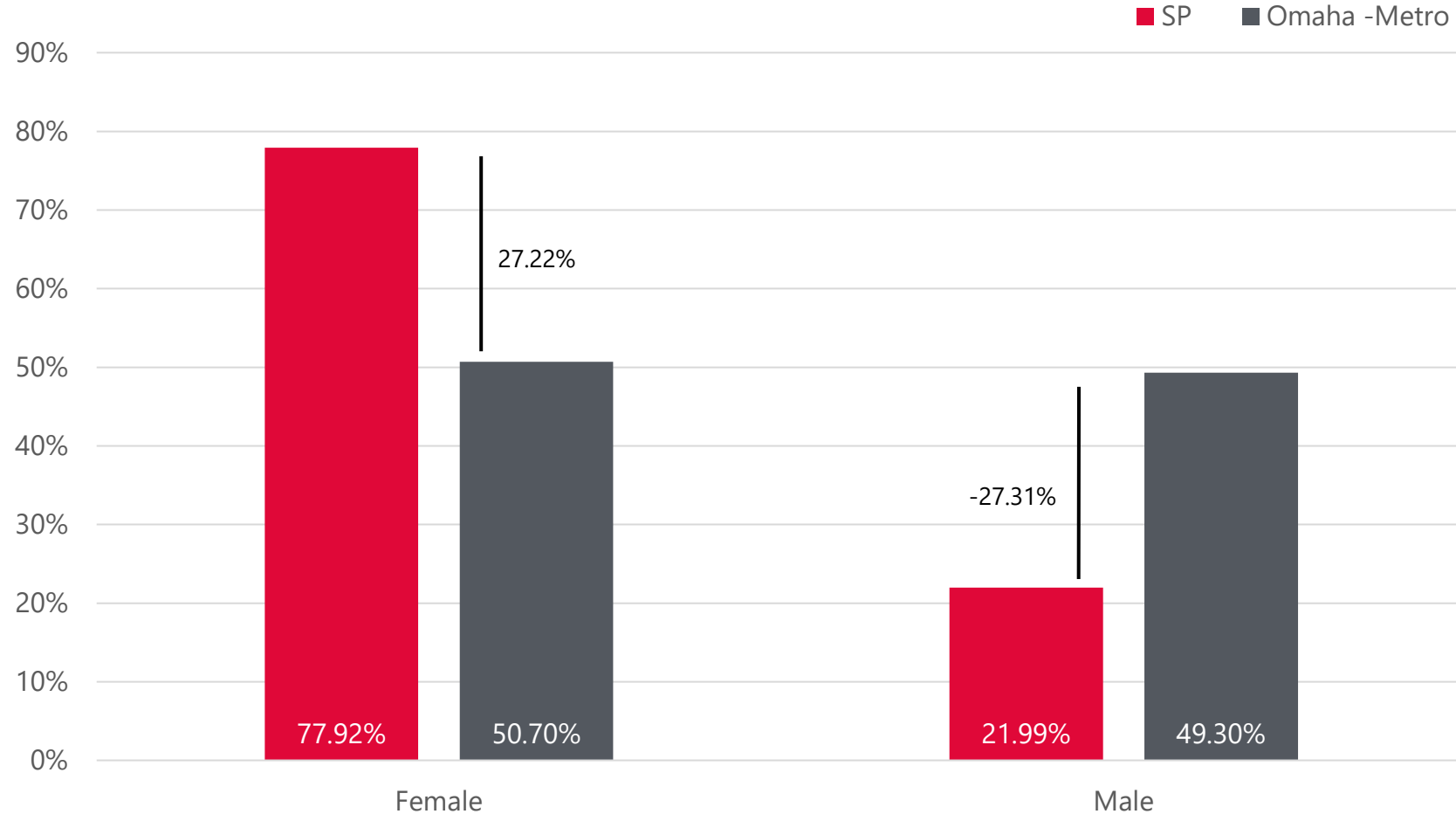


DEIB SNAPSHOT:

GENDER AT SIGNATURE

WHAT THIS MEANS FOR SP

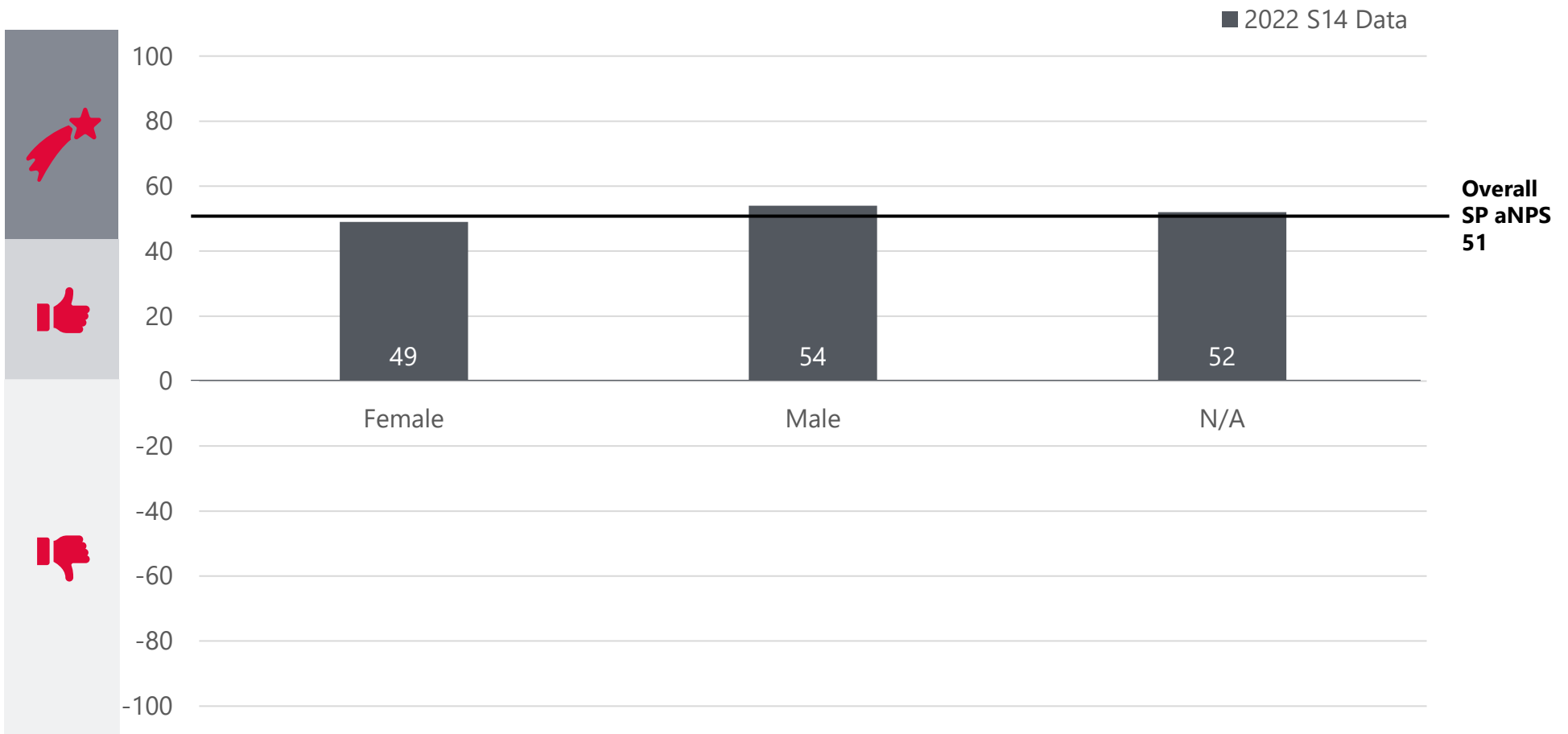
Women are leaving the workforce in record numbers, At Signature, we have created a place where women are compelled to stay and grow. Since its inception, Signature Performance has head on above-average representation of women in our workforce. Moving forward, continued efforts in empowering all genders equally at work will strengthen our retention efforts.



DEIB SNAPSHOT: GENDER aNPS

WHAT THIS MEANS FOR SP

The commitment and advocacy for the firm is equal among genders.





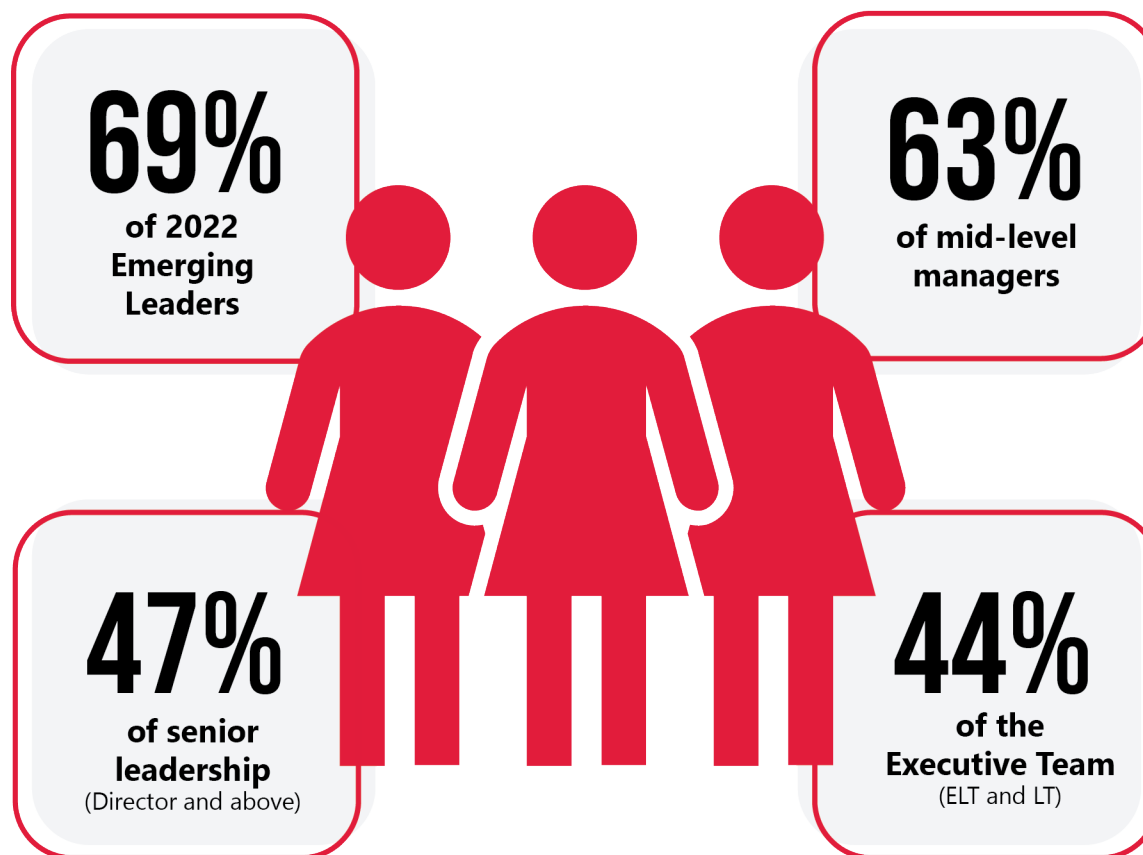
DIVERSITY BRIGHT SPOTS

BRIGHT SPOT:

WOMEN IN LEADERSHIP

HERE'S WHY THIS IS A BRIGHT SPOT

Globally, women account for 71% of healthcare, yet only 25% of women serve in senior leadership roles. At Signature, women make up 77% of our workforce, and 47% of senior leadership. This representation of women, which is 22% points higher than the average, speaks to our strong opportunities for women in leadership roles, which has been a part of Signature since the organization was founded in 2004.



BRIGHT SPOT: MENTORSHIP

HERE'S WHY THIS IS A BRIGHT SPOT

These programs provide both new and growing Associates access to support their career journey, with leadership opportunities and connections with other Associates in roles different than their own. A majority of Associates that complete the Emerging Leaders program have received promotions, showing a strong correlation between the program and professional development.

- ▶ The Emerging Leaders and SPARKS programs have provided mentorship opportunities for 547 Associates in 2022. Almost 45% of our Associates have participated in mentorship opportunities. This is uncommon in all sectors.





GROWTH OPPORTUNITIES

GROWTH OPPORTUNITIES: VETERANS AT SIGNATURE

WHAT'S POSSIBLE FOR SIGNATURE

Several Veterans at Signature have shared that one of the reasons that they like to work at Signature is that it continues to give them a way to serve their fellow service people now that they are civilians. By continuing to deepen our relationship with Bellevue University and other universities with a strong focus on providing military members with a college education, we can increase our retired military population at Signature.

- ▶ We currently employ more than **50 registered Veterans** and many others who served in the National Guard and Reserves, providing a pathway of transition from serving our country to civilian employment.

“As a 20-year Air Force Veteran, it was important to me to find another opportunity to continue serving after retirement. I am so grateful that I found a home at Signature Performance”

*-Jason Vanderheiden, HR Generalist,
Senior Master Sergeant (Retired), USAF*

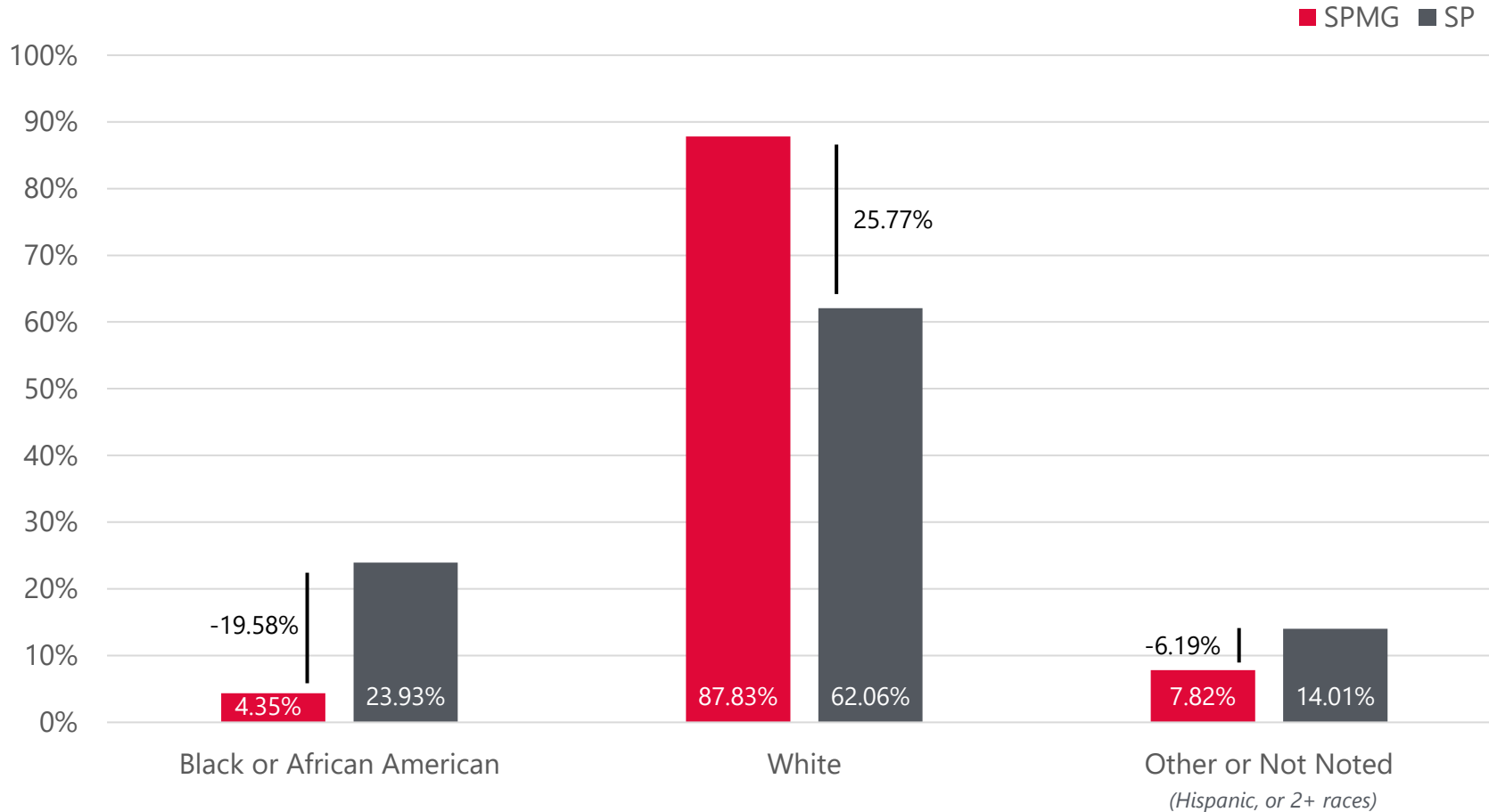


GROWTH OPPORTUNITIES:

SPMG RACE/ETHNICITY

WHAT'S POSSIBLE FOR SIGNATURE

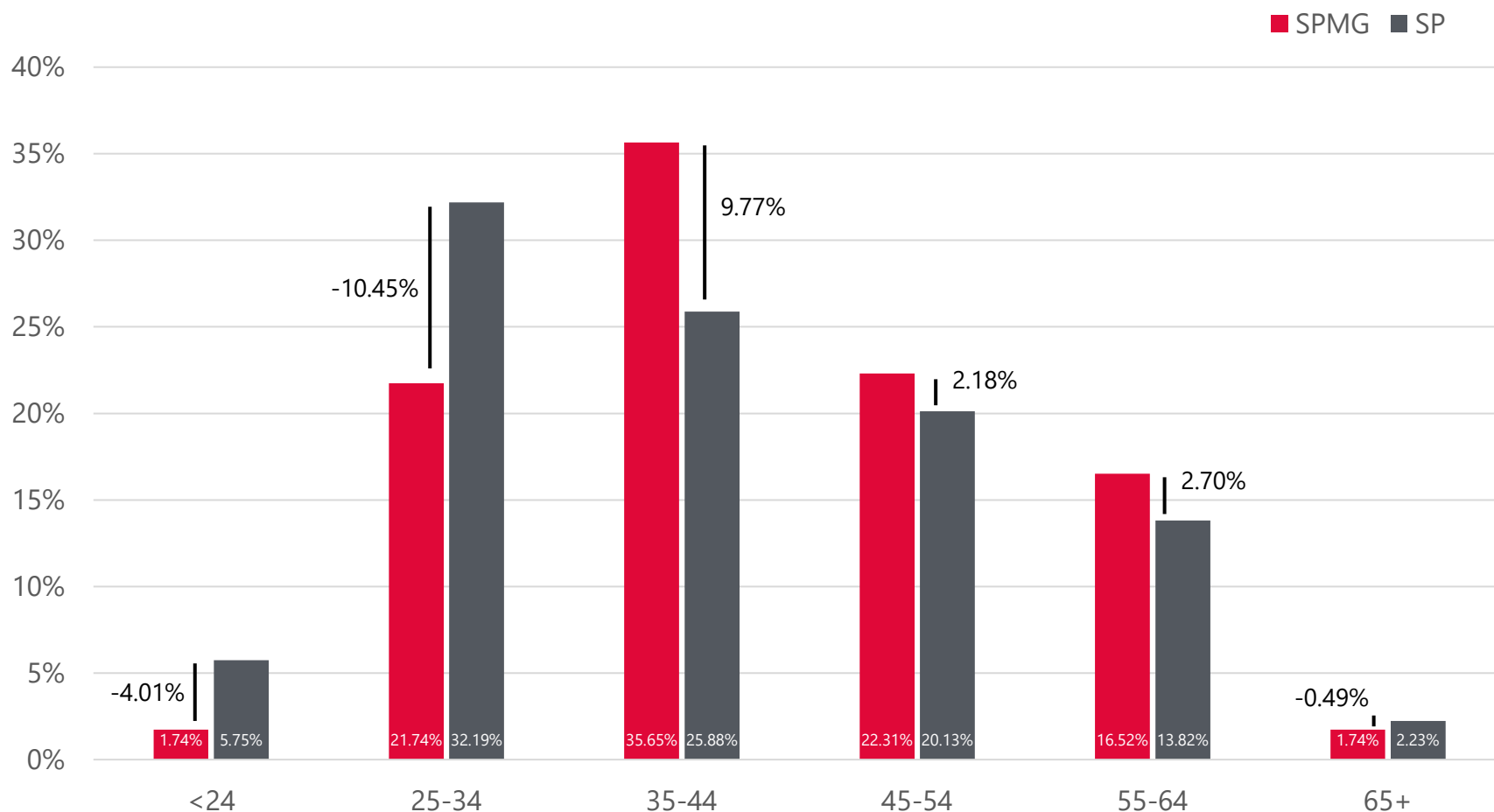
The total Signature BIPOC and Hispanic/Latino workforce is 34% and this number is trending upwards. This same population is **10%** of the SPMG. We have opportunities through talent acquisition, Emerging Leaders and our internal leadership development initiatives to increase the representation of BIPOC and Hispanic/Latino Associates on the SPMG.



GROWTH OPPORTUNITIES: SPMG AGE

WHAT'S POSSIBLE FOR SIGNATURE

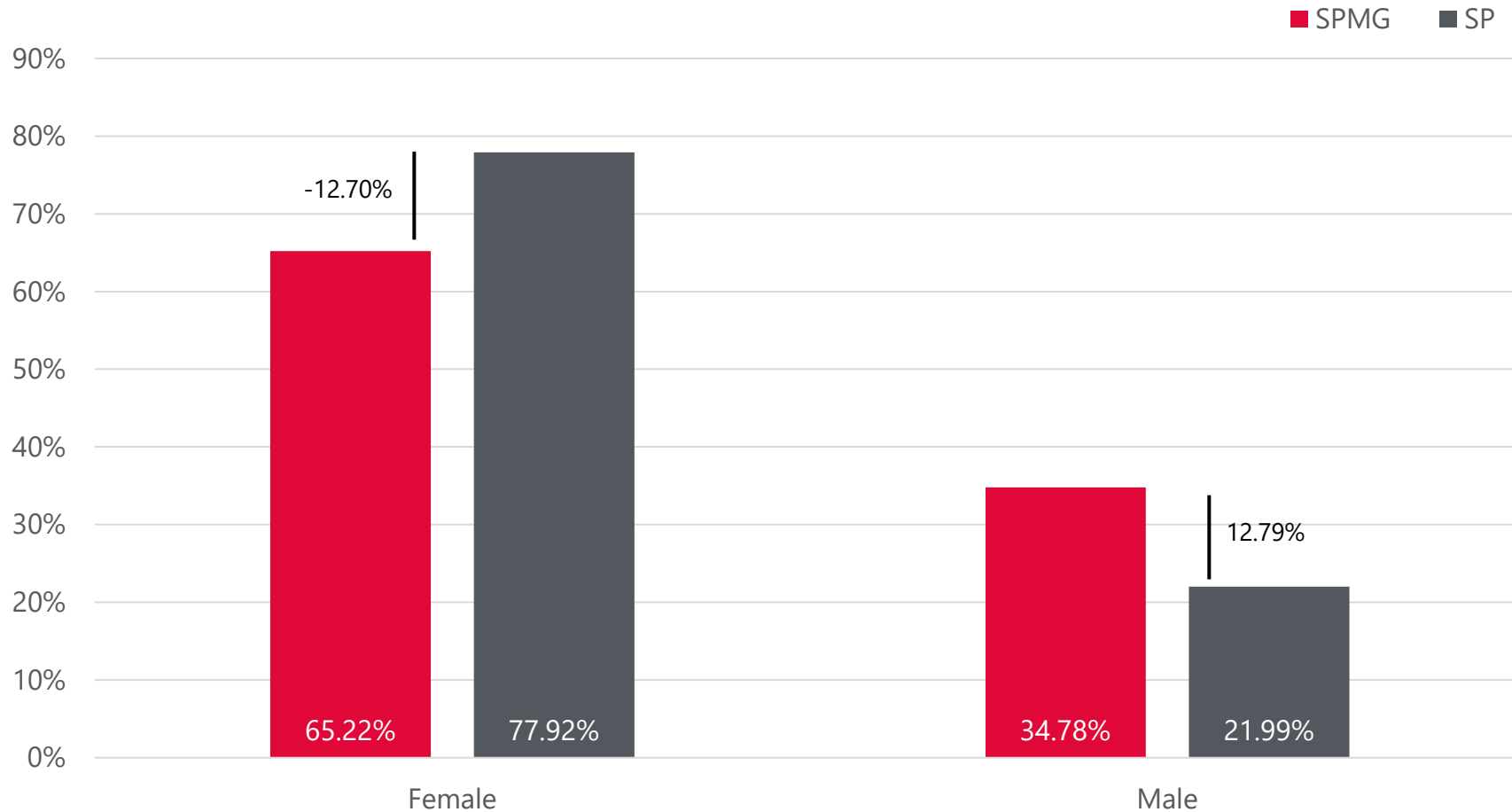
We have an excellent opportunity to ensure the **60%** of SPMG that is under 44 is prepared to lead Signature into the future. Signature continues to enjoy age diversity, enabling the company to maintain high performance and glimpse the future. Programming, such as Emerging Leaders, is designed to connect and share knowledge throughout the organization.



GROWTH OPPORTUNITIES: SPMG GENDER

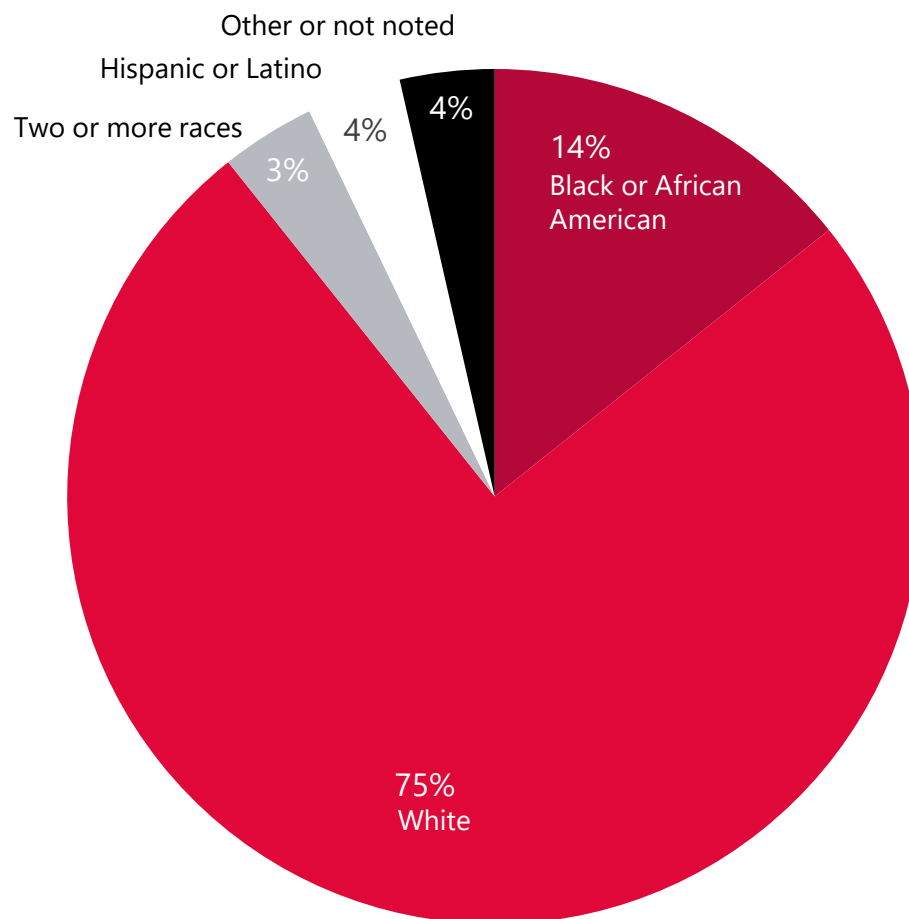
WHAT'S POSSIBLE FOR SIGNATURE

Women in leadership is a strength for Signature, and we can leverage that strength to both develop future women leaders internally and continue to attract women to our organization. We see an upside in the continuous pursuit of the best and brightest talent by expanding our talent pool in innovative ways. Signature is positioned well for the future to remain a best place to work organization.



GROWTH OPPORTUNITIES:

EMERGING LEADERS BY RACE/ETHNICITY



HERE'S WHY THIS IS A BRIGHT SPOT

Underrepresented racial and ethnic groups are currently 13% of the SPMG and 21% of the 2022 Emerging Leaders. As we continue to provide equity of access to internal leadership development, we aim to increase opportunities for these underrepresented groups throughout Signature while providing the knowledge and skills needed for each Associate to build a flourishing career.



A VISION FOR THE FUTURE



A VISION FOR THE FUTURE

Our aim is to be an uncommon organization celebrating a widely diverse and connected workforce that enables an inclusive and equitable environment for everyone **that fosters belonging** unlike anything the industry has ever seen.

The three areas of focus for DEIB are Careers, Community, and Culture. Within those areas of focus, in 2023 we will have (7) Seven Impact Pillars guiding how we will do impactful work within our three areas of focus.



- 1 CAREERS
- 2 COMMUNITY
- 3 CULTURE



A VISION FOR THE FUTURE

- The Experience Team will provide a semi-annual report to ELT/LT that allows us to track the impact of our intentional, organization-wide DEIB initiatives. This data analysis will help ensure that Signature will have the competitive edge in attracting, retaining, and developing talent from all backgrounds.
- In 2023, Signature will launch the Diversity Circle that will provide a place for Associates of all backgrounds at Signature to come together and examine what is working, what can be better and to provide innovative solutions to our toughest challenges around equity, inclusion and belonging. It will also serve as a place for members of underrepresented groups at Signature to be seen, heard and felt.
- Our internal and external communications will include thought-provoking articles, and impactful stories that are DEIB focused.
- We will develop strategic connections will help us diversify our talent pipeline, increase our applicant pools, more quickly fill positions and build long-term connections with allies across the nation that are aligned with Signature's mission.
- A DEIB focus on retention ensures we are using an equity lens with how we retain the great talent we attract, thus boosting our net gains and reducing the costs associated with replacing an Associate that has left Signature. We aim to have improved retention of underrepresented groups.

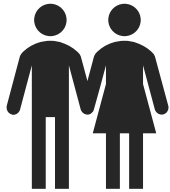


CORE DIVERSITY DEFINITIONS



Diversity

The innate and acquired traits, characteristics, and strengths that make people unique.



Equity

Fair treatment, access, and advancement opportunities for each person that comes into contact with the organization, with the goal of equality for all.



Inclusion

An environment that makes people feel empowered, welcomed, appreciated, heard, respected, valued, and encouraged to be their full authentic selves.



Belonging

The feeling of connectedness and support when there is a sense of security, acceptance, inclusion, and identity. This feeling is fundamental to building trust and relationships.



APPENDIX

1. <https://www.infoplease.com/us/census/nebraska/omaha/demographic-statistics>
2. <https://www.census.gov/quickfacts/omahacitynebraska>
3. <https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2022/06/27/developing-more-women-leaders-in-healthcare-and-cancer-management/?sh=509b96be6ce7>
4. <https://www.wework.com/ideas/research-insights/expert-insights/how-to-embrace-generational-diversity-in-the-workplace-and-gain-a-competitive-edge-from-it>
5. <https://www.statista.com/statistics/797321/us-population-by-generation/>
6. <https://www.zippia.com/advice/employee-referral-statistics/#:~:text=Conclusion,employers%20many%20perks%20and%20benefits>