



2020 U.S. WORKFORCE REPORT: Supportive relationships, exposure to diversity and access to resources and community will help us build a more resilient workforce

To better understand and help Americans build resilience in the face of today's challenges, Cigna fielded a multi-arm national survey of 16,500 school-aged children, their parents, young adults and working adults.

RESILIENCE IS AT RISK FOR THE MAJORITY OF AMERICANS SURVEYED



60% OF AMERICANS DO NOT HAVE HIGH RESILIENCE



NEARLY 2/3 OF FULL-TIME WORKERS ARE AT RISK OF NOT BEING ABLE TO OVERCOME CHALLENGES

5x

FULL-TIME WORKERS WITH LOW RESILIENCE ARE 5X LESS LIKELY TO FEEL THEY HAVE OPPORTUNITIES TO APPLY THEIR ABILITIES IN LIFE

TODAY, AMERICAN WORKERS ARE NATURALLY FEELING THE IMPACT OF MAJOR STRESSORS LIKE COVID-19, THE ECONOMIC DOWNTURN, INCREASED DIVISIVENESS AND AWARENESS OF SYSTEMIC RACISM

34%

of full-time workers are feeling **pessimistic about their company's ability to endure COVID-19**

84%

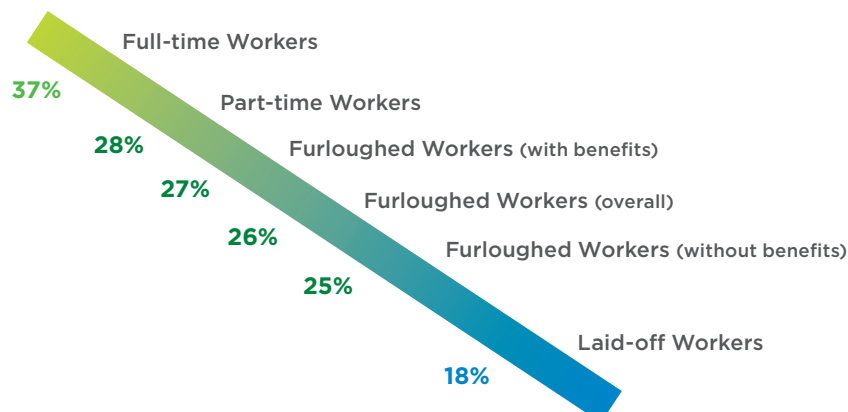
of Black full-time workers are **experiencing stress and anxiety about the recent deaths of Black Americans** like George Floyd compared to 66% Hispanic, 64% white, and 54% Asian workers

70%

of full-time workers say the **economic impact of COVID-19** will be worse than the virus itself

EMPLOYMENT STATUS IS A KEY DETERMINANT OF RESILIENCE

High resilience levels decline from full-time to part-time to furloughed to laid-off workers, but **nearly 2/3 of full-time workers are still at risk** of not being able to overcome challenges.



THERE IS A BUSINESS COST TO LOW EMPLOYEE RESILIENCE



LESS RESILIENT WORKERS HAVE:

- Lower job satisfaction and higher likelihood for turnover
- Lower performance and professional ambition
- Weaker relationships and lack of community at work
- Lower feelings of self-worth and self-esteem
- Less ability to cope with the impact of COVID-19

EMPLOYERS CAN HELP EMPLOYEES STRENGTHEN THEIR RESILIENCE

WAYS TO BUILD RESILIENCE:



Focus on holistic health management



Build quality relationships and connections



Increase diversity in the workplace



Focus on inclusivity



- **Facilitate transparent two-way communication:** Workers who have frequent and proactive conversations at work with managers and leadership, including about difficult topics, have higher resilience
- **Promote availability of access to resources and tools:** Full-time workers who have access to resources such as Employee Resource Groups and paid parental leave, as well as resources that help manage COVID-19 stressors, are more likely to be resilient
- **Balance the use of technology:** Those workers who use various communications tools (e.g., chat, video calls) the right amount, or even too often, are more resilient than those who don't use them frequently enough

For more information, please visit CignaResilience.com.

Methodology

Approximately 16,500 Americans ages five and over from the continental U.S., Alaska and Hawaii were surveyed online in August 2020 by Dynata in English.

The evaluation of resilience is based on the Child and Youth Resilience Measure (CYRM) and Adult Resilience Measure (ARM), two 17-item questionnaires developed by the Resilience Research Centre at Dalhousie University. The CYRM and ARM are self-report measures of resilience and all findings are based on this self-reported data.

For the purposes of this study and report, "resilient" refers to high resilience. High (H), Moderate (M) and Low (L) resilience scores were measured as follows (based on a total possible score of 85 for Adults and Children ages 11-17 and 51 for Children ages 5-10): Adults (H: 85-75; M: 74-50; L: 49-17), Children 11-17 (H: 85-78; M: 77-55; L: 54-17), Children 8-10 (H: 51-49; M: 48-40; L: 39-17), Children 5-7 (H: 51-49; M: 48-40; L: 39-17).

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