Being at Highmark Health
Inclusion Begins With You.
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome From the Vice President of Diversity &amp; Inclusion</td>
<td>2</td>
</tr>
<tr>
<td>Letter From Our President and Chief Executive Officer</td>
<td>3</td>
</tr>
<tr>
<td>Highmark Health Diversity &amp; Inclusion Timeline</td>
<td>4</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion 4x4 Strategy</td>
<td>5</td>
</tr>
<tr>
<td>Leadership in Diversity &amp; Inclusion</td>
<td>6</td>
</tr>
<tr>
<td>Progress on Highmark Health’s Rooney Rule</td>
<td>7</td>
</tr>
<tr>
<td>“Best Place” for People with Disabilities and LGBT Equality</td>
<td>8</td>
</tr>
<tr>
<td>Women in Health Care</td>
<td>10</td>
</tr>
<tr>
<td>Millennials in Health Care</td>
<td>12</td>
</tr>
<tr>
<td>Business Resource Groups</td>
<td>14</td>
</tr>
<tr>
<td>Highmark BRG Toastmasters</td>
<td>23</td>
</tr>
<tr>
<td>Inclusion in Community Affairs</td>
<td>24</td>
</tr>
<tr>
<td>Sponsorship and Championship of Diversity</td>
<td>26</td>
</tr>
<tr>
<td>Highlighting Supplier Diversity</td>
<td>28</td>
</tr>
<tr>
<td>Inclusion at Allegheny Health Network</td>
<td>29</td>
</tr>
</tbody>
</table>
Welcome to Highmark Health’s 2017 Diversity & Inclusion summary report. Last year, the Office of Diversity & Inclusion set out to achieve four major goals: We (1) launched our “Inclusion Begins With You” communication campaign, (2) delivered training to over 2,000 employees, (3) achieved a “Best Place to Work” designation from the Human Rights Campaign, and (4) expanded on the Highmark Health Rooney Rule. We are proud to have achieved 100 percent completion by meeting or exceeding our goals.

Highmark Health is a multi-billion dollar organization of leading health care companies with more than 40,000 employees, serving nearly 50 million customers across the United States through our portfolio of businesses. As the second largest integrated health care delivery and financing network in the U.S., we believe it is essential that our employees reflect the rich cultural, ethnic, and gender diversity of our marketplace. Having a diverse workforce coupled with an inclusive environment enhances our insight and ability to meet the unique needs of our patients, members, and customers.

We view diversity as a broad spectrum of people, customs, beliefs, and experiences, and inclusion as the deliberate effort to engage that spectrum of individuals. Diversity and intentional inclusion makes us stronger as a business and more innovative as a group. Through strategic planning, we strive to embed diversity and inclusion within our organization by championing a diverse workforce, advocating for multiculturalism, and fostering an inclusive environment that supports our commitment to getting health care right and ensures a better health care experience for all.

In this summary, we highlight the success of these efforts and partnerships with our executive sponsors and champions, business resource groups, community partners, and organization as a whole. We hope you enjoy reading about our efforts and we welcome your feedback at inclusion@highmarkhealth.org.

Lonie Haynes DL.P, MPA, MSc, VP Diversity & Inclusion, Highmark Health
Letter From Our President and Chief Executive Officer

Just be yourself. I’m sure we’ve all been given this advice in both professional and personal situations. While it may seem overly simple and maybe even a bit cliché, there’s a reason why it’s such common advice. It’s because we are often at our very best when we are authentic to who we are.

At Highmark Health, we want people to feel comfortable bringing their true, authentic selves to work every day. By being a company that embraces diversity and inclusion, we acknowledge that different views, perspectives, and experiences make us uniquely qualified to meet the diversity of our customers, members, and patients. We each have a responsibility to welcome diverse people and thoughts into our everyday work lives. All voices matter and different perspectives, experiences, and ideas form better outcomes. We understand that all perspectives have a place at the table when striving to meet the needs of our diverse customer base.

Creating an inclusive culture where diversity can thrive requires an effort from all of us, and I’m proud to say that our employees’ efforts are being recognized. Last year, our organization was honored by the Human Rights Campaign for being a “Best Place to Work for LGBT Equality.” We were also named a “Best Place to Work” for people with disabilities, by the American Association of People with Disabilities.

I congratulate our employees’ ongoing efforts to help create and foster an inclusive environment where everyone feels comfortable bringing their whole selves to work. And I am honored to lead a company that embraces and celebrates diversity and inclusion. It’s an important part of helping to make sure we’re all at our best for what matters most — our customers.

Sincerely,

David Holmberg, president and CEO, Highmark Health
# Highmark Health Diversity & Inclusion Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 1997-99 | • Affirmative Action (AA) and Equal Employment Opportunity (EEO) Committee of the Board is established.  
• Highmark develops initial diversity and inclusion vision  
• A foundation for diversity at Highmark begins with a series of diversity and inclusion seminars for management.  
• Corporate Workforce Initiatives Department is formed.  
• First cultural survey is administered.  
• Highmark receives the American Heritage Award from Anti-Defamation League. |
| 2000-01 | • First Affirmative Action Guide for Management is developed.  
• First Affirmative Action online compliance course is completed by all Highmark management.  
• Internal diversity webpage is introduced.  
• The AA and EEO Committee of the Board becomes the Diversity and Inclusion Committee of the Board of Directors of Highmark Inc.  
• The first Diversity Festival is held.  
• Diversity and inclusion training is introduced to all employees in first diversity and cultural awareness sessions.  
• Highmark sponsors national Women in Leadership Conference.  
• The first two of seven business resource groups, BNet (Black Network) and LGBTA (Lesbian, Gay, Bisexual, Transgender, Ally), are established.  
• Director of Diversity and D&I Consultant roles are established.  
• Initial plans for an enterprise D&I strategy are established by Director of Diversity, IAC, and Diversity and Inclusion Committee of the Board. |
| 2002-03 | • Highmark leads the BCBS Diversity Alliance.  
• Domestic Partner/Same Sex benefits is approved for Highmark’s benefit enrollment.  
• Highmark is awarded New Freedom Initiative Award.  
• The Inclusion Advisory Council (IAC) is established.  
• Diversity Manager role is established to partner with Human Resources in driving diversity in the talent area.  
• The first Veterans Symposium, which brings together corporate stakeholders in a commitment to hiring, retaining, and developing military talent, is held.  
• Highmark holds a session at the Governor’s Conference on People with Disabilities. |
| 2004-05 | • Dr. Lonie Haynes succeeds Sara Oliver-Carter as VP Diversity & Inclusion.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
| 2006-07 | • The Office of Diversity & Inclusion is established and Sara Oliver-Carter is appointed VP, leading a staff in executing an enterprise D&I strategy.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
| 2008-09 | • Dr. Lonie Haynes succeeds Sara Oliver-Carter as VP Diversity & Inclusion.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
| 2010-11 | • The Office of Diversity & Inclusion is established and Sara Oliver-Carter is appointed VP, leading a staff in executing an enterprise D&I strategy.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
| 2011-12 | • The Office of Diversity & Inclusion is established and Sara Oliver-Carter is appointed VP, leading a staff in executing an enterprise D&I strategy.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
| 2013-16 | • The Office of Diversity & Inclusion is established and Sara Oliver-Carter is appointed VP, leading a staff in executing an enterprise D&I strategy.  
• Highmark Health is named a “Best Place to Work” for people with disabilities in the Disability Equality Index.  
• Highmark Inc. is named a “Best Place to Work for LGBT Equality” in the Corporate Equality Index.  
• Launch plans for an eighth BRG (Asia, Middle East, North Africa) begins.  
• New D&I 4X4 strategy is developed. |
Diversity & Inclusion 4x4 Strategy

4 Pillars
The Diversity & Inclusion strategy impacts and influences our workplace, marketplace, community, and patient experience.

4 Priorities
Four key priorities are identified for focused execution and measurement of success.

1. Improve and Strengthen the Climate of Inclusion within the business and in the markets where we operate.

2. Support the strategy of increasing the Recruitment and Retention of diverse applicants and employees.

3. Improve and Strengthen Community Partnerships.


4 Areas of Work
Through education, talent, communications, and compliance, the Office of Diversity & Inclusion drives and delivers on the priorities within the pillars.

4 Core Behaviors
An enterprise-wide set of behaviors aligned with the strategy and values of our organization, transformational leadership, working together, execution, and customer-first are at the center of how we achieve our mission and vision.
“The data, whether it is McKinsey Reports, Gallup or Pew Research, reflects that diverse workplaces and inclusive cultures are critical to an organization’s success. To successfully compete and succeed in an ever-changing marketplace, we must understand and be representative of the consumers, patients and communities in which we operate and serve. The D&I Committee of the Board is committed to providing counsel, advice and championship in making Highmark a diverse and inclusive organization, where people from various backgrounds and experiences feel engaged and welcomed and are encouraged and empowered to thrive.”

‒ Doris Carson Williams, Chair, D&I Committee of the Board of Directors of Highmark Inc.

Leadership in Diversity & Inclusion

The Diversity and Inclusion Committee of the Board of Directors of Highmark Inc. includes board members and executive leaders who oversee the work of our corporate Diversity & Inclusion team, assist in the development of goals and strategy, and establish accountability for results related to those efforts. The board is chaired by Doris Carson-Williams, president of the African American Chamber of Commerce of Western Pennsylvania. The Chamber’s mission is to “continuously improve business opportunities for African American business owners and professionals throughout the region.”

Our Inclusion Advisory Council is composed of executive leaders across our enterprise who collaborate with the Office of Diversity & Inclusion to guide their respective business units in implementing and sustaining successful Diversity & Inclusion practices. They lead by example and consistently work to ensure that Highmark Health demonstrates a best-in-class culture of inclusion that will enable us to meet the needs of our diverse employees, customers, and communities. Through partnership, counsel, and support, they assist in driving Diversity & Inclusion initiatives that enhance and are aligned to the mission, vision, and values of Highmark Health.

The commitment and leadership of the council and committee ensure that diversity and inclusion is not just successful as a strategy, but is embedded within our enterprise and integral in the way we do business.

In support of our veteran and military strategy to recruit, retain, and develop transitioning veteran and military personnel, we have proudly made plans to charter a new Military Advisory Council comprised of military and veteran employees and management across the enterprise, as well as senior executives and stakeholders. The council will partner with and advise our enterprise on enhancing our enterprise strategy to become an employer of choice for veterans, military personnel and their families.
For the year 2015, the United States Census Bureau estimated people of color represented 21.7 percent¹ of the population in West Virginia, Delaware, and Pennsylvania, three of our core markets and operating areas. Within those same states, our enterprise held 19 percent² people of color in 2016 year-end, a 1 percent increase from the previous year. Additionally, 47.1 percent² of new hires in those locations were of the millennial generation and our enterprise across all locations was 66.8 percent² women year-end 2016. As the demographics change outside of our walls, it is our aspiration to reflect and represent those perspectives in our workforce and leadership.

In 2015, Highmark Health implemented the Rooney Rule, named after Pittsburgh Steelers Chairman Dan Rooney, who first instituted the rule within the Steelers organization and later across the entire National Football League. To ensure diversity was represented not only on the field but also within his organization, his rule required that at least one minority candidate be a part of the candidate pool for all coaching and front office job openings. At Highmark Health, our top leaders are committed to interviewing at least one diverse candidate for any open position at the director level and above. Within our version of the rule, we view a diverse candidate to be someone who differs from the makeup of the particular hiring group and diversity to encompass a range of dimensions including race, ethnicity, gender, people with disabilities, and veteran and military personnel.

By implementing the Rooney Rule at Highmark Health, we ensure that we are building leadership that reflects the diverse customers, patients, and members we serve. Since the Rooney Rule’s inception at our organization, we have seen a positive impact in diversity within our senior management. Following the success of this strategy at our senior levels, we plan to implement this rule for all management roles and within our supplier diversity program.

“In our effort to transform health care and our enterprise to a more customer-focused culture, it is crucial that we bring more diverse perspectives to our workforce. To meet that challenge, we must be vigilant in pursuing and investing in talent with a particular focus on talent that reflects the organization’s growing diverse, national base of customers, members, and patients.”

– David Holmberg, President and CEO Highmark Health

Progress on Highmark Health’s Rooney Rule

### 2016 Rooney Rule Candidates Hired

**Director Level²**

- 39% All Others
- 61% Rooney Rule Candidates Hired

- 61% of our Director level positions were filled by diverse candidates

**VP and Above²**

- 54% All Others
- 46% Rooney Rule Candidates Hired

- 46% of our VP and Above level positions were filled by diverse candidates

1. Calculated from total combined populations of West Virginia, Delaware, and Pennsylvania
2. Excludes Allegheny Health Network and HVHC
“Best Place” for People with Disabilities and LGBT Equality

Last year, the Office of Diversity & Inclusion completed 100 percent of its major goals including building upon the Rooney Rule with new toolkits and diverse talent pipelines, rolling out a diversity and inclusion “roadshow” designed for managers and business partners, launching the “Inclusion Begins With You” communication campaign for inclusive culture, and achieving a “Best Place for LGBT Equality” designation in the Human Rights Campaign Corporate Equality Index.

Highmark Health earns 100 percent in the USBLN and AAPD Disability Equality Index and “Best Place to Work” designation for 2016

For the second consecutive year, Highmark Health earned a top score of 100 percent in a leading national benchmark for disability employment. The survey, administered by the American Association of People with Disabilities (AAPD) and the U.S. Business Leadership Network, awards points in four categories including culture and leadership, enterprise-wide access, employment practices, and community engagement and support services. Highmark Health was among 42 Fortune 1000-sized companies that earned a top score of 100 for its comprehensive efforts to attract, develop, and retain people with disabilities in our workforce. Among those practices that earned our enterprise the “Best Place to Work” distinction are programs and partnerships that help recruit people with disabilities, such as the Rooney Rule, a centralized accommodation process, support and leadership of organizations in the community that advocate for people with disabilities, executive sponsorship of the business case for recruiting, hiring, and developing people with disabilities, and enterprise-wide support of business resource groups (BRGs) which include the Abilities BRG.

“At AAPD, our goal is to increase the political and economic power of people with disabilities,” said Helena Berger, president and CEO, American Association of People with Disabilities. “Through the DEI, we’re able to spotlight companies such as Highmark Health that embrace the many talents and skills that people with disabilities bring to the workforce. Highmark Health is excelling as a champion of people of disabilities, providing a full range of policies and programs that demonstrate a true commitment to competitive employment for this community, helping them to build vibrant futures.”
In 2016, Highmark Inc. achieves a 2017 “Best Place to Work for LGBT Equality” designation by the Human Rights Campaign, scoring 100 percent on the Corporate Equality Index.

The survey benchmarks corporate policies and practices pertinent to Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) employees, helping businesses compare themselves to those that are leaders in diversity and inclusion. Highmark is one of only 22 companies in the state of Pennsylvania to earn the top score and to qualify as a “Best Place to Work.” Among the practices that earned Highmark Inc. this designation include equivalent spousal and domestic partner benefits related to health, dental and vision coverage, and legal dependent coverage, yearly collaboration with human resources to educate leaders and the workforce about understanding the LGBTQ community, sponsorship of community activities that engage and include LGBTQ employees and that continue to build community partnerships, and a robust LGBTA BRG.

“The ‘Best Place to Work for LGBT Equality’ designation recognizes our work and focus on behalf of our LGBTQ employees and the communities we serve, marking an important, positive milestone for Highmark,” said Dr. Lonie Haynes, vice president of Diversity and Inclusion for Highmark Health. “We are exceedingly proud of this acknowledgement by the Human Rights Campaign Foundation for building a workplace that is open, inclusive and respectful of the right to equality. Our LGBTQ and many diverse employees provide unique contributions and help to ensure that we reflect the many diverse customers and communities that we’re honored to serve.”
Women in Health Care

When it comes to health care, women make approximately 80 percent1 of decisions for themselves and their families. However, according to another study, 58 percent2 of women lack confidence in their ability to make good health care decisions due to lack of time, information, and trusted resources and relationships from providers and organizations. Additionally, while women make up 78 percent3 of the health care workforce, only 21 percent4 of executives are women among Fortune 500 health care companies. Of the 125 women who carry an executive title in those same Fortune 500 companies, only five serve operating roles such as chief operating officer or president4.

Our enterprise was comprised of 66.8% female, and 38% at the executive level in 2016 year-end7. Within our chief officer suite of executives, women hold 41.7% percent of our operating titles. We understand the importance and power of influence women have not only as customers, but as leaders in health care.

“Since women make a majority of health care decisions for themselves and their families, what better way to guarantee that the needs of our customers are being met than to ensure that this demographic of women also have a spot at the leadership table where the future of health care is going to be decided? The strong representation of women in management is what originally attracted me to Highmark Health and it is part of what continues to motivate me to stay here and continue to build my career.”

– Rachel Jones
Director Financial Investment and Provider Review, Highmark Inc

“Women are very influential and their buying power has increased over the years. According to a Federal Reserve Board, women actually control more than half of all personal wealth in the United States. In a majority of today’s households, these women are the decision makers in their families when it comes to health care decisions. Not only does Highmark Health embrace the spirit of inclusion by providing an opportunity for women to network and engage with other women in the health care industry, but Highmark Health sees the importance of women having a seat at the table.”

– Judith Windom
Senior Community Affairs Analyst, Highmark Health
“Since women make a majority of health care decisions for themselves and their families, what better way to guarantee that the needs of our customers are being met than to ensure that this demographic of women also have a spot at the leadership table where the future of health care is going to be decided?”

– Rachel Jones

1. Statistic taken from National Partnership for Women & Families report, Women: Health Care Decision Makers
4. Statistic taken from Rock Health report, the State of Women in Healthcare 2015
5. Excludes Allegheny Health Network and HVHC; Includes all locations
6. Includes all companies and all locations
7. Excludes Allegheny Health Network and HVHC

Why is it important to serve as a mentor and leader to other women in the health care industry?
“Good leaders have an obligation to identify talent in individuals and create opportunities to help them grow. Working hands-on with others to inspire them to reach their highest potential creates an environment of collaboration and trust – two core values that lead to business success.”

How were you empowered to take on leadership roles?
“I believe everyone needs to find their compass and follow it. Leverage your integrity and your quest for a purpose. Challenges come in many forms and in mysterious ways, but they make us stronger, more effective leaders.”

What advice would you give to a young woman starting her career in the health care field at Highmark Health?
“I believe people skills and forging partnerships are your best investment. Never be afraid to branch out into other areas of your organization. Most importantly, learn how to work with many different types of people so that you can build confidence and trust with your own diverse workforce, customers, suppliers and the many others you will partner with throughout your career.”

– Deborah Rice-Johnson
President, Highmark Health Plan
“Highmark Health has given me a chance for my career to grow and develop over time. I cannot wait to see what opportunities it has in store for me next. My advice to millennials would be to figure out your passion and find a place where you can pursue it. I found mine at Highmark Health.”

– Danielle Fullwood

Millennials in Health Care

By 2020, millennials, also known as Gen Y, will make up 50 percent of the workforce. By 2030, they will make up 75 percent of the workforce. Now officially the largest generation in the United States by population according to the United States Census Bureau, millennials are approaching health care with new perspectives and needs. As consumers, 51 percent of millennials visit a physician less than once per year and 93 percent do not schedule preventative physician visits. According to another study, millennials report going to their primary care physician for medical needs 61 percent of the time, compared to baby boomers at 80 percent and seniors at 85 percent. When it comes to health care, Gen Y demands more options, fast alternatives, lower costs, and more technology. As a group, they are more diverse than previous generations and 40 percent expect to work in health care.

In 2016, 47.2 percent of new hires within the Highmark Health enterprise were millennials. Overall, they made up 26.4 percent of our workforce in 2016 year-end. Within our enterprise, we put our customers at the center of everything we do. As David Holmberg, CEO and president of Highmark Health often says, “it’s not about us, it’s about them.” We know that millennials want to work for innovative organizations that not only stand for something, but make a positive difference in the communities they serve. Attracting and retaining Gen Y into our workforce helps us achieve that mission with passion and creativity.
“I like being part of something that is differentiating; our enterprise is taking significant steps in defining the future of health care. There are not many places outside of a start-up that you get the opportunity to disrupt an industry. When I walk into the door every day, I see my colleagues and leaders are passionate about the work they do and that because of it we are making a difference in our communities.”

– Stephen Hunter
Director AHN Strategic Operations, Allegheny Health Network

“What I value most about working at Highmark Health is the opportunity for career growth and development. I am learning something new every day and working at Highmark Health has given me the chance to pursue my passion in HR. Highmark Health has given me a chance for my career to grow and develop over time. I cannot wait to see what opportunities it has in store for me next. My advice to millennials would be to figure out your passion and find a place where you can pursue it. I found mine at Highmark Health.”

– Danielle Fullwood
HR Customer Service Specialist, Highmark Health

“Stronger business outcomes are not to be hoped for, but expected when we use a diverse set of experiences and perspectives while problem solving and innovating. In our workforce, whether it is perspective, culture, gender, military experience, or where you grew up, differences are what make each of us valuable and we must create and foster a culture that believes in this. Overall, I think management and inclusion of diversity must be innovative, collaborative, and candid. I would say to my peers and other leaders, do not fear what you don’t understand, but rather call it out, learn about it, and leverage it for a stronger workplace and business. Highmark Health demonstrates a remarkable commitment to this and I look forward to continuing to support it.”

– Jeb Dunkelberger
Director of Reimbursement Strategy and Innovation, Highmark Inc

1. Percentages taken from PwC report, Millennials at Work: Reshaping the Workplace
2. Statistics taken from ZocDoc study, New Study: Why Americans are dropping out of healthcare
5. Excludes Allegheny Health Network and HVHC; includes all locations
Business Resource Groups

Business Resource Groups (BRGs) are an important cornerstone of engagement in diversity and inclusion. Throughout the year, they lead projects and initiatives that impact our workplace, marketplace, and community by leveraging their unique and diverse perspectives.
Abilities BRG

The Abilities BRG raises awareness of the needs of, and offers support to, people with disabilities and their caregivers. One of the signature activities of the Abilities BRG is mentoring high school students with disabilities. Each year, the Abilities BRG hosts students from Volunteers of America Disability Employment Project for Freedom summer youth class, Bender Leadership Academy, and students from surrounding school districts on National Disability Mentoring Day.

• The Volunteers of America Disability Employment Project for Freedom summer youth class is a four week program for high school students with disabilities ages 16-21 that focuses on employment goals, job readiness, communication, interviewing, and skills for success in the workplace. Highmark Health hosted 25 students from the program for a half day of learning and a tour of our facilities in Pittsburgh in July 2016. Students heard employees speak in a panel, participated in an interviewing activity with talent acquisition, and toured the building.

• National Disability Mentoring Day has been the longest standing annual event of the Abilities BRG. Highmark Health hosted 50 students from surrounding school districts in Pittsburgh for a half day of mentoring. After morning introductions, employees toured the building with their mentees for an hour of mentoring, before returning to a keynote speech delivered by Charles LaVallee, CEO, Variety the Children’s Charity. In Camp Hill, employees mentored 39 students, toured the building, and hosted keynote speaker Londa Peterson, an access technology specialist from Vision Resources of Central PA.
BNet was one of the first BRGs established at Highmark Health. Each year, signature programs include Mentoring Matters, Black History Month, Martin Luther King Jr. Day of Volunteering, and the African American Heritage Day Parade in Pittsburgh.

- The 2016 national theme for Black History Month was “Hallowed Grounds,” which called for the reflection of the relevance of historical sites of African American history and their importance in the story of America. To honor that theme, BNet published a series of articles highlighting employees’ heritage stories and historical figures across our campuses including Pittsburgh, Camp Hill, West Virginia, and Delaware. Each of the four articles featured a favorite recipe from a BNet participant and cafeterias in Pittsburgh and Camp Hill offered a special selection of ethnic recipes and soul food. As a keynote event for the month, Highmark Health invited Dr. Cornell Brooks, president and CEO, NAACP, to deliver a keynote speech to over 100 guests from our organization, as well as local corporate and government leaders. In his speech, Dr. Brooks called for attention and action to ways in which leaders and corporations can partner with one another to positively impact the community and health care.

- At Highmark Health, Martin Luther King Jr. Day is a company holiday. However, BNet encourages employees to have a “day on” rather than a day off. On January 18, several BNet participants volunteered at Camp Curtin Academy and Ben Franklin Elementary School in Camp Hill painting murals and organizing textbooks, the Children’s Hospital in Pittsburgh preparing gifts for patients, and Pittsburgh Cares on Butler Street organizing offices and supplies post-holiday season.

- The African American Heritage Day Parade is held annually in Pittsburgh as a celebration of African American heritage and history. Highmark Health is a corporate sponsor of the parade and Alex Matthews, sr. community affairs analyst, Highmark Health, and BNet BRG leader, sits on the city’s committee for the parade. Approximately 30 employees, along with friends and family, marched in the parade through the Hill District in Pittsburgh in July 2016.

- In October 2016, BNet launched its first annual Pink on Purpose initiative in honor of Breast Cancer Awareness Month. During the month of October, BNet placed bins across the enterprise for employees to donate new scarves, hats, and small blankets for breast cancer organizations in Harrisburg, Delaware, Parkersburg, Pittsburgh, and Wilkes-Barre. Across the five donation sites, BNet collected approximately 250 items which were donated to Pink Hands of Hope, PA Breast Cancer Coalition, Satchels of Caring, Delaware Breast Cancer Coalition, Susan G. Komen for the Cure, Candy’s Place, and other agencies.

- BNet understands the importance and impact of a good mentoring program, and so each year has held its Mentoring Matters series. Structured in four parts, Mentoring Matters was led by Evan Frazier, SVP Community Affairs, Highmark Health, and focused on helping its participants achieve success through effective business thinking, inspiring others, and personal leadership.
Generation BRG (GenNEXT)

GenNEXT works to promote knowledge sharing and understanding across generations with participants in Gen Y, Gen X, and Baby Boomers. In 2016, the group focused on impacting attraction and retention of millennials in the workplace through career panels, an onboarding program, and networking events.

- In 2015, GenNEXT piloted its Associate Program in Pittsburgh and expanded to Camp Hill in 2016. This opt-in program matched over 100 new hires with peer employees to help them acclimate to Highmark Health and build their networks in informal, peer-to-peer relationships.

- **Professional and personal development** were key topics for panels and speaker events in 2016. Jim Balouris, EVP, PNC Bank, visited Highmark Health and spoke to over 200 employees about basic financial health. In another panel, four Highmark leaders discussed career pathing with over 100 employees.

- A subset of approximately 30 participants in GenNEXT served in three major focus groups over the year 2016 concerning corporate culture and millennial attraction and retention.

- Serving as a resource to talent acquisition, several GenNEXT participants attended 10 campus recruiting events as representatives of our enterprise, reaching hundreds of students over the course of 2016. Employees spanned over a number of businesses including human resources, finance, strategy, information technology, and consulting.

- Over 20 GenNEXT participants rallied around Variety’s Annual Children’s Christmas Party, Junior Achievement, and Adopt-A-School volunteer opportunities last year. The Variety Children’s Christmas Party is an annual celebration held at the Highmark auditorium in downtown Pittsburgh. Volunteers helped escort families, serve food, and participate in crafts and activities. For Junior Achievement, employees spent a full day in classes from K-12 inspiring students with work readiness, entrepreneurship, and financial literacy skills.
Alongside BNet, the LGBTBRG was one of the first established BRGs at Highmark Health. Among their signature events, the LGBTBRG organizes and leads Highmark Health’s presence at Pittsburgh and Central PA Pride Festivals. Additionally, the BRG played a lead role in helping the organization achieve its title as a “Best Place to Work for LGBT Equality” on the Human Rights Campaign Corporate Equality Index.

- For the past eight years, Highmark Health has sponsored Pride Festivals in Pittsburgh and Central Pennsylvania with the LGBTBRG organizing and leading the organization’s efforts in these community events. In 2016, our organization had over 4,000 visitors to our booths and 133,384 views of our special Pride filter on Snapchat. The annual festival in Pittsburgh alone has grown to attendance of approximately 100,000 and has been the LGBTBRG’s signature effort since its inception.

- Partnering with the organization’s Meet Dr. Right team, the LGBTBRG put on a special event for the LGBTQ community following Pittsburgh Pride in the Penn Avenue Place auditorium. Meet Dr. Right is a regularly occurring event that allows attendees to meet and greet with Allegheny Health Network (AHN) doctors and book appointments directly on site. For this specific Meet Dr. Right event, the LGBTBRG and Meet Dr. Right team featured 25 providers who had experience or interest in serving the LGBTQ community and their unique needs. The event generated a 26 percent conversion rate for appointments among its 50 guests, and administered five vision screenings and eleven blood and cholesterol screenings. Overall, 90 percent of guests made or intended to schedule an appointment upon exiting.

- National Coming Out Day is held on Oct. 11 nationally each year and in support of this day, the LGBTBRG coordinated events to help increase awareness and provide resources and information on how to be supportive as an ally for friends, families, and co-workers. In an open event, 30 employees discussed what it means to be an ally in the LGBTQ community and what can be done to help create safe and inclusive environments.

- To celebrate Highmark Inc’s achievement in scoring 100 percent on the Human Rights Campaign Corporate Equality Index and earning a 2017 “Best Place to Work for LGBT Equality” distinction, the LGBTBRG handed out rainbow smiley cookies and copies of the Best Place logo to display in their workspaces. Playing a key role in achieving this distinction, the BRG alongside the business, submitted information on equal opportunity, employment benefits, organizational LGBTQ competency, and public commitment.
SALUD BRG (Strengthening Awareness of Latino culture Using and understanding Diversity)

SALUD leverages our Latino and Hispanic talent to develop business opportunities in the workplace, marketplace, and community. The group has not only acted as resource for language expertise, but also cultural competency in doing business with the Latino and Hispanic community. In 2016, the group focused on professional development and developing best practices in Latino and Hispanic business.

- In April 2016, Jessica Perez, senior marketing strategy analyst and SALUD BRG chair, attended the United States Hispanic Chamber of Commerce Summit in Washington D.C. The summit is a platform to discuss legislative policies impacting American business and offers an opportunity to meet, engage, and join forces with business leaders, corporate executives, legislative and policy experts, and elected and appointed government officials. Attendees network, attend trainings and roundtable discussions, and gain access to procurement matchmaking sessions with federal agencies.

- SALUD participants and leaders also attended the Harrisburg Latino Hispanic American Community Center (LHACC) Annual Gala and Latino Connection’s 2016 Latino Ball. The LHACC is a community organization that provides informational and referral services on a variety of needs including housing, health care, finances, bilingual services, immigration, employment, transportation, and education. The Latino Connection is a marketing and communications firm with a network of resources focused on connecting businesses and organizations with the Latino community.

- In the spring of 2016, SALUD began building a professional development program, which began with a kickoff presentation by guest, Miguel Joey Aviles, Hispanic workforce strategist and motivational speaker. His presentation to the group, “Unleash the Power of Hidden Challenges: Becoming a Change Maker,” included tools, references, and resources focused in creating valuable change in the workplace.
The V.E.T.S. BRG partners closely with business leaders to articulate and leverage the viewpoints of military personnel and veterans in areas such as talent acquisition, retention, and professional development. In 2016, the group was a fundamental resource for Highmark Health’s efforts in developing its veteran and military talent strategy.

- The Office of Diversity & Inclusion held a veteran and military training session in 2016, which provided practical resources and education on recruiting and interviewing veteran and military talent. Three V.E.T.S. BRG participants assisted in resume and interviewing exercises and offered their first-hand perspectives to approximately 40 talent acquisition sourcers and recruiters who attended the session.

- Building upon its first Veterans Day efforts, the V.E.T.S. BRG held a number of recognitions across Pittsburgh, Camp Hill, West Virginia, Erie, and Delaware. Among decorated tables, employees wrote hundreds of letters of thanks and holiday greetings for Project Gratitude to be sent overseas in packages during the winter season.

- In 2016, V.E.T.S. partnered closely with the business in developing an overall veteran and military strategy. Acting as a focus group for various aspects of this strategy, V.E.T.S. leaders and participants became not only the voice, but the faces of our military and veteran talent at Highmark Health. At https://careers.highmarkhealth.org/transitional-military/ meet-health-care-heroes/, you can view videos and words from our V.E.T.S. BRG leaders and participants and at https://blog.highmarkhealth.org/tag/veteran-voices/, you can read blogs featuring more of our V.E.T.S. leaders and participants.

- In the community, the V.E.T.S. BRG held its first annual Thanksgiving food drive for families of veterans. The group had over 20 Highmark employees leading efforts across locations who helped collect over 100 food items and $750 worth of gift cards which were donated to the Veteran Leadership Program of Western Pennsylvania. Contributions helped over 45 families.

- Approximately 87,000 military veterans reside in Allegheny county and surrounding areas and thousands more are expected to transition to civilian life during the next few years. Another way in which V.E.T.S. has supported the business in its efforts to recruit this incoming population of military and veteran talent was through their presence at the Recruit Military Veteran Job Fair in Pittsburgh in October 2016, a Highmark Health premiere sponsored event which drew almost 3,000 attendees. Alongside talent management team members, V.E.T.S. BRG participants and leaders spoke with hundreds of attendees about their experiences at Highmark Health.
Women’s BRG

The Women’s BRG energizes the workplace, marketplace, and community by leveraging the power of women’s resources. The group offers a series of personal and professional development panels and speakers, as well as a forum to share information, volunteer, mentor, and learn.

• In 2016, 251 employees attended a multi-part speaker series “Paths to Wellness” on topics including overall wellness, personal finances, and skin health. Guest speakers included experts in these fields including Betsy Blazek-O’Neill, medical director, employee health services and staff physician in the integrative medicine program in Allegheny Health Network; Dan Eck, executive director of financial education and counseling at Ernst & Young; and Ron Maceyko, dermatologist in Allegheny Health Network. Adding to their long-standing “Paths to Success” series, Karen Hanlon, EVP CFO & treasurer, Highmark Health; Cynthia Hundorfean, president and CEO, Allegheny Health Network; and Barbara Gray, SVP Clinical Services, Highmark Inc. spoke on a panel to 96 employees about their career experiences and advice on professional growth and development. In another event, Sylvia Vogt, president of the Carnegie Bosch Institute, presented “Leading through Change” to over 100 employees in a session which provided insights, tools, and techniques for achieving effective organizational change.

• In May 2016, Women’s BRG participants supported the Komen Race for the Cure by forming a team to raise funds for Susan G. Komen Pittsburgh. Susan G. Komen Pittsburgh is a non-profit, breast cancer awareness organization that provides education and outreach programs to 34 counties to meet identified needs in western and central Pennsylvania.
Highmark BRG Toastmasters

Toastmasters International is a world leader in communication and leadership development. Members improve their speaking and leadership skills by attending one of the 15,400 clubs in 135 countries around the world. In Toastmasters, members regularly give speeches, gain feedback, lead teams, and guide others to achieve their goals in a supportive atmosphere.

In 2016, the Highmark BRG Toastmasters chapter achieved several awards and goals including:

2015-2016 Select Distinguished Club: This award is presented to clubs who meet a minimum of five predetermined goals from Toastmasters International related to education, leadership, and membership levels.

Corporate Recognition Award: Toastmasters International recognized Highmark Health for enhancing employee engagement through continuing support of Toastmasters’ Communication and Leadership programs. The award was presented by International Director Russell Drake, District Toastmaster, and is one of two Corporate Recognition Awards presented during his two-year term.

Better Speaker Series: Highmark BRG Toastmasters initiated a quarterly, open-house speaker series to present workshop-style speeches to help increase public speaking, presentation, and leadership skills.

Individual Member Awards: Two members achieved the Competent Communicator (CC) Award, one member achieved the Competent Leader (CL) Award, and three members achieved the Advanced Leader Bronze (ALB) Award. To achieve a CC, members must complete ten speeches and to achieve leader awards, members must complete ten projects which include mentoring other members, chairing events, or completing other club roles.

Competition and Beyond: The Highmark BRG Toastmasters Club served as sponsoring club for the HM Health Solutions Toastmasters Club, which chartered in July 2016. 2015-2016 President Anthony Roscoe served as club sponsor, and 2016-2017 President Brandie Baughman and 2016-2017 VP Membership Teresa Ashley served as club mentors.

2015-2016 Highmark BRG Toastmasters President, Anthony Roscoe, currently serves as District 13 Division D Director for the term 2016-2017 and 2016-2017 Highmark BRG Toastmasters President, Brandie Baughman, currently serves as District 13 Area 11 Assistant Director for the same term.

2016-2017 Highmark BRG Toastmasters Secretary, Krista Lardieri, placed first in the 2016 Area 35 Humorous Speech Contest and placed second in the Division D Humorous Speech Contest, qualifying her for competition at the district level.

Highmark BRG Toastmasters member, Ryan McGregor, placed first in the 2016 Area 35 Table Topics Speech Contest and competed in the Division D Table Topics Speech Contest.
Inclusion in Community Affairs

Our enterprise is proud of a decades-long legacy of corporate giving and meeting the needs of the communities where we operate. When we saw a gap in the support for children’s grief, we built the Highmark Caring Place, which now has four locations across Pennsylvania. When we recognized the need for overarching support of nonprofit fundraising, we convened the Walk for a Healthy Community, an annual event with six locations in Pennsylvania and Delaware that raises funds for local nonprofit agencies. Along with our corporate giving, our signature programs like the Highmark Walk for a Healthy Community and our employee volunteerism and philanthropy, including our strong support of United Way programs, and diversity and inclusion efforts help ensure that Highmark Health acts and interacts in a vital, vibrant manner on behalf of our community. Our spirit of employee volunteerism is alive and contagious with thousands of hours committed to community programs each year. Our employees actively engage with people, interacting with those in need at a deeper, personal level, to make a more meaningful, positive impact on minds, hearts, and health.

In 2016, Highmark gave $368,475 in diverse grants and sponsorships in the Central Pennsylvania Region alone.
Allied Services Foundation (northeastern Pennsylvania)

Highmark Blue Cross Blue Shield provided a grant to the Allied Services Foundation as part of the company’s support for WNEP’s Ryan’s Run 7, a charity campaign raising funds and awareness for children and adults with disabilities, life-changing injuries and chronic illness served by Allied Services. As part of our support, Highmark sponsored the “Kick-Start Running Club” at participating local schools. The program included tips on healthy eating and ways to incorporate exercise into daily life. At the end of a 5-week running program, elementary, intermediate and high school students tested their abilities by taking part in WNEP’s Ryan’s Run 5k at Scranton Memorial Stadium. For many, this was their first race. Following the 5k, students and their families joined the crowd in cheering on pediatric and adult patients of Allied Services participating in the All-Abilities Walk.

Manito Life Center (Lehigh Valley region)

Manito Life Center is dedicated to helping children and adults who are experiencing trauma, children diagnosed on the autism spectrum, and individuals with a variety of physical and cognitive disabilities. Services include Equine Assisted Psychotherapy, Equine Assisted Learning, Therapeutic Riding, and Hippotherapy. The Highmark Blue Shield grant supported the EAGLE for children experiencing trauma and who are especially vulnerable. By providing children with wholesome avenues of self-expression, the EAGLE program at Manito Life Center assists in eliminating social and emotional obstacles to lifetime achievement.

Easter Seals (Camp Hill region)

Easter Seals received a grant from Highmark Blue Shield in support of their Project Beacon program. Project Beacon is a Friday through Sunday retreat for children of current service members and veterans ages 5-17 with or without disabilities or special needs. The weekend is free of charge to families and offers respite opportunities for parents, especially if a parent is currently deployed or recently returning from a deployment. It also allows the children to form friendships with peers in similar situations.

We are proud of our legacy of corporate giving and employee volunteerism, which benefits organizations like Allied Services Foundation, Manito Life Center, Easter Seals, and hundreds more across our service areas.
Sponsorship and Championship of Diversity & Inclusion

We take a holistic view of diversity and inclusion at Highmark Health—beyond the traditional measurements, understanding that it is the diverse experiences and perspectives of our employees that drive innovation and problem solving, and that new ideas and solutions come from a diverse way of seeing things.

We affirm that diversity is about the entire human experience. Yet, we also understand to fully celebrate diversity and all that it offers, we must have an inclusive workplace, where all employees feel comfortable bringing their entire selves to work every day. To create and foster an inclusive environment requires commitment and action from everyone. We believe inclusion begins with every employee and that we all have a responsibility to support inclusion in our workplace.

Like any value or behavior, inclusion begins at the top. At Highmark Health, executive sponsors and champions work with business resource groups and the Office of Diversity & Inclusion to align D&I initiatives and efforts with the goals and activity of the enterprise to enhance capabilities in the workplace, marketplace, and community. Sponsors and champions cascade and promote diversity and inclusion efforts through businesses and model inclusive leadership.

Championship Highlight: HM Health Solutions

Conceptualized in 2007 as a partnership between Bender Consulting, Bayer Corporation, and Bayer MaterialScience LLC., Careers2B was adopted by Highmark in 2011, and formally launched in 2012. The Careers2B program provides professional work experience that leads to competitive employment for people with disabilities by addressing the long identified systemic barrier of a lack of work experience. For people with disabilities, the Careers2B program provides one year of paid work experience at a sponsor company, after which the participant is eligible to be hired by the sponsor company or to promote their skills in the open marketplace. As a sponsor company, Highmark benefits from the contributions of Careers2B participants adding real value in the workplace, fulfilling the requirements of job roles designated for Careers2B reserved positions. As the program coordinator, Bender Consulting facilitates the interviewing process and provides ongoing workplace mentoring support to both the Careers2B participant and the sponsor company hiring manager.

Since the program launch, Careers2B has provided professional opportunities to 59 job seekers with disabilities, including 38 participants contributing directly to Highmark business objectives. Eight of those hires were made in 2016. This program has successfully addressed critical business needs while providing participants with the opportunity to gain valuable skills and work experience.
Highlighting Supplier Diversity

“At Highmark Health, we know diverse suppliers help to make us stronger and more innovative as a business, better equipped to serve our many customers and communities, and more competitive in the marketplace.”

– Robert James, Supplier Diversity Program Manager, Highmark Health

Our fundamental goal is to continually increase the levels of diverse spend on goods and services required by our enterprise by seeking a growing number of partnerships with individuals and businesses in the various communities that we serve. Highmark Health’s supplier diversity program supports the initiatives of the federal, state, county and local governments and of corporations to promote business opportunities for minority-owned business enterprises (MBE), women-owned business enterprises (WBE), service-disabled veteran-owned businesses, veteran-owned businesses, lesbian, gay, bisexual and transgender (LGBT) businesses, historically underutilized business (HUB) zones, small businesses, and other disadvantaged business enterprises.

In 2016, our Supplier Diversity Program advanced internally and externally by:

- Offering monthly diverse supplier outreach meetings to enable suppliers to meet “one on one” with representatives from our sourcing team to present their company’s capabilities and discuss potential opportunities. We participated in match-making events at least once a month reaching over 200 diverse suppliers.
- Taking steps to regularly review opportunities for current diverse suppliers to be included in bids for new opportunities and striving to utilize Highmark Health’s version of the “Rooney Rule” to ensure inclusion in every solicitation released. Our focused efforts included facilitating regular “inclusion” meetings with our sourcing team members to review the competitive opportunities in the pipeline. In 2016, inclusion of diverse suppliers on competitive bids increased significantly to over 90 percent.
- Earning the Women’s Business Enterprise Council’s (WBEC) highest award, the Shining Star Award, in recognition of our supplier diversity program’s leadership and innovative initiative to open the doors of opportunity for diverse suppliers within Highmark Health and for supporting WBEC Women’s Business Enterprise (WBE) programs in western Pennsylvania.
- Launching the new pilot Supplier Diversity Mentor-Protégé Program which mentors diverse companies in achieving their growth objectives. Veratics Inc., a service-disabled veteran-owned business which provides Agile government and healthcare information technology solutions, was recently selected as a Protégé Supplier having met the program’s requirements.
- Finally, launching a Supplier Diversity Steering Committee comprised of our high spend and other key executives to align our business objectives with supplier diversity initiatives.

“Veratics is exceedingly proud to be selected for Highmark Health’s Mentor-Protégé Program. This opportunity to learn from Highmark Health aligns with our long-term strategic goals of expanding our capabilities and to further contribute to the robust technology marketplace in Pittsburgh.”

– Anthony Galluscio, President, Veratics Inc.
In the fall of 2015, Dr. Judith Schaad of Allegheny Health Network’s Oncology Rehab Program, received a grant to expand efforts in preventing lymphedema and treating complications for breast cancer patients. Lymphedema is a condition which causes swelling in the arms or legs that may be accompanied by pain and discomfort, most commonly caused by lymph node removal or damage due to cancer treatment. This condition is especially common for breast cancer patients, who often do not spontaneously achieve the mobility, strength, and quality of life they once had prior to treatment.

New research has shown that lymphedema is both preventable and more treatable following surgery. Dr. Schaad’s grant, Reduce Barriers to Management of Lymphedema and Functional Impairments in AHN Breast Cancer Patients, aims to impact the protocol for lymphedema prevention and treatment for patients so that they may achieve the same quality of life post-cancer treatment. The grant provides patients with free compression devices, establishes a baseline for quality of life measures, and allows funding for more therapists.

Through her work with the Susan G. Komen Foundation, Dr. Schaad became familiar with the organization’s goals and research, which found that certain communities, such as the African-American community, were more likely to be diagnosed with cancer at later stages and have greater risks of lymphedema. After laying the groundwork of her grant program, Dr. Schaad partnered with Highmark Health’s Black Business Resource Group (BNet) to explore opportunities and barriers, such as access to information, transportation, or cost of care, for expanding lymphedema services to the African-American community.

A large part of Dr. Schaad’s work is education and communication. Utilizing connections made through Dr. Rhonda Johnson, senior medical director of Highmark Inc., and BNet, Dr. Schaad has spoken at a regional meeting for a number of black churches, discussing what lymphedema is, how it presents, and why certain communities might be more at risk. She plans to continue to connect with African-American communities in similar avenues on a quarterly basis. She notes that just as important as connecting with patient communities, is educating physicians and nurses to build awareness around new research, referrals, and protocols available to patients.

Dr. Schaad notes that in general, physicians are becoming more aware of the resources offered by her program, as well as the importance of reaching out to African-American communities, but there is still more work to be done. The ultimate goal of this grant is to make lymphedema prevention a standard practice that all patients undergoing breast cancer treatment are seen by lymphedema therapists and referrals before and after surgery, and that certain quality of life measures are being recorded along the way.

“Everyone should have access to the same standard of care. I would have my fellow colleagues appreciate the importance of all patients accessing the appropriate services for lymphedema so that they may have the same quality of life they enjoyed before cancer treatment,” said Dr. Schaad. “This program is unique to our region, really using the research available on the condition, and cutting edge in this arena. We can do things about lymphedema, but we need to be there in the beginning to truly make an impact on the quality of life for all of our patients.”
Visit our **Careers** page at [highmarkhealth.org](http://highmarkhealth.org) to view current job openings, or to join one of our Talent Communities and receive hot job alerts!

Visit our **Supplier Diversity Program** page on [highmark.com](http://highmark.com) to learn more about our programs, or to register with us as a diverse supplier.