



**THE
POWER
OF WE**



Diversity & Inclusion

SHARING OUR STORIES &
MEASURING OUR COMMITMENT

Each person counts at BlueCross.

Our stories show how this commitment
makes a difference in the lives of our
employees and the people we serve.



**THE
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OF WE**



At BlueCross, diversity and inclusion is a top business priority.

We believe every person should be valued and respected for who they are. We know this supports our employees as they deliver on our mission to provide peace of mind through better health to our members. It also gives us a competitive advantage by intentionally creating a workforce that's a reflection of the individuals we serve.

We're also a mature diversity and inclusion company. Guided by our leadership team and board of directors, diversity and inclusion have been a focus for more than 20 years.

We hold ourselves accountable in many ways, including:

- Tying senior executive compensation to measurable goals
- Providing access to high-quality health care services that meet members' social, cultural, and linguistic needs
- Hiring, developing, and retaining diverse talent
- Developing cultural awareness and competence
- Fostering diverse supplier relationships and community partnerships

Diversity – like people – is always changing. That's why we've made a long-term commitment to fostering a culturally competent workplace where everyone is respected and part of the team.

JD Hickey, M.D.

President and CEO



For BlueCross, culturally competent care is our ability to provide members access to health care services that meet their social, cultural, and linguistic needs.

We also support health care providers in establishing safe, respectful environments for patients. This is especially important for patients who have been disproportionately affected by structural and systemic barriers, as well as racism and discrimination.

BlueCross remains committed to doing our part by investing in our communities and working alongside providers to help ensure everyone can reach their full health potential.

Dr. Andrea Willis

Senior Vice President and Chief Medical Officer



BlueCross is committed to supporting culturally competent care

The BlueCross BlueShield of Tennessee Foundation awarded \$325,000 to Meharry Medical College to fund research on barriers to health care, poor health outcomes, and vaccine hesitancy in at-risk, largely minority communities.

Meharry researchers also worked with BlueCross clinical and data teams to use the company's Social Vulnerability Index, a tool created to identify factors that increase risk for negative health outcomes, in developing strategies to improve health equity and COVID-19 vaccine acceptance.



USING DATA TO BETTER UNDERSTAND HEALTH DISPARITIES



WE'VE RECENTLY OPENED EIGHT BLUECROSS MEDICAL CENTERS

that expand access to primary care – including urgent care and chronic disease management – making health care more affordable and convenient.

Diverse, Inclusive, and Recognized

For the fourth consecutive year, BlueCross has been selected as one of America's Best Employers for Diversity by Forbes.

The publication also ranked BlueCross as one of the 2021 Best Employers for Women. Across the U.S., only the top 300 companies that received the highest rankings received this recognition.

Word-of-mouth

It's worth noting that BlueCross can't compete for this award. Forbes also doesn't allow companies to request to be included.

Instead, the publication sponsors an independent, third-party study that surveys thousands of employees at companies around the country. Workers' perceptions of their own company and others, as well as publicly available diversity information, provide the annual results.

Developing a workforce representative of our members

While pursuing honors has never been our company's goal, we acknowledge the positive impact our intentional diversity focus has on our employees, and the service they provide to our members.





2021

FORBES
**America's Best Employers
for Diversity**

Best Employers for Women

America's Best Large Employers

**America's Best Large Employers
in Tennessee**

DISABILITY:IN
Disability Equality Index

HUMAN RIGHTS CAMPAIGN
**Best Places to Work for LGBTQ
Equality**

CHATTANOOGATIMES FREE PRESS
Best Health Insurance Company

LEADERSHIP IN HEALTHCARE
**African American Leaders in
Health Care**

Dr. Andrea Willis, Senior Vice President and
Chief Medical Officer

HR Professionals August Cover
Frances Flowers, Senior HR Business
Partner

**CDO Magazine 2021 List of Top Data
Leaders in the Health Industry**
Sherri Zink, Senior Vice President and
Chief Data Engagement Officer

**Memphis Business Journal
Health Care Hero**

Kevin Woods, Vice President and Memphis
Market President



2020

FORBES
**America's Best Employers for
Diversity**

America's Best Large Employers

**America's Best Large Employers
in Tennessee**

HUMAN RIGHTS CAMPAIGN
**Best Places to Work for LGBTQ
Equality**

EDGE MAGAZINE
**Best Places to Work
in Chattanooga**

LEADERSHIP IN HEALTHCARE
**African American Leaders in
Health Care**

Dr. Andrea Willis, Senior Vice President
and Chief Medical Officer

**MARCOM PLATINUM AWARD
The Power of We Employee
Experience Videos**

THE POWER OF WE



OUR PEOPLE



TOTAL
EMPLOYEES
MORE THAN
6,200



83%
TELECOMMUTER

17%
ON-SITE



MORE THAN
4,830
EMPLOYEES
INSIDE
TENNESSEE

MORE THAN
1,370
EMPLOYEES
OUTSIDE
TENNESSEE



44% OF EMPLOYEES ARE
PROFESSIONAL OR
TECHNICAL EXPERTS

GENDER



74%
FEMALE

26%
MALE

LEADERSHIP



100% OF OUR
CEO'S DIRECT REPORTS
HAVE MEASURABLE
DIVERSITY GOALS TIED
TO THEIR INCENTIVES

EXECUTIVE TEAM

38%
FEMALE



38%
ETHNIC
MINORITY

MANAGEMENT

62%
FEMALE



18%
ETHNIC
MINORITY



In 2020, BlueCross designated Juneteenth a paid company holiday, as one of three employee-suggested innovations to enhance our diversity and inclusion efforts.

For Meyoshia, honoring Juneteenth has long been a family tradition. She says her parents were her Black History 101 teachers who taught her the importance of strengthening her mind. One of the ways she did that was spending time with her grandfather, who was born in 1902 and lived to be 100.

“BlueCross took what was really an industry-leading step during this time. It just shows they value their employees’ perspectives and that the company unequivocally stands against racism. They mirror their words, and this is a show of genuine support.”

MEYOSHIA POWELL
Care Coordinator



Though born in Knoxville, Maria spent most of her summers in Peru until she was 18 and has kept strong connections to her father's native Peru.

"Our customer service teams have truly come together to make sure everyone is taken care of during the coronavirus pandemic. Working well together is the BlueCross way."

MARIA DARRAS
Vice President, Commercial Operations



ETHNIC GROUP

BLACK OR AFRICAN AMERICAN 18%
ASIAN 4%
TWO OR MORE RACES 1%
HISPANIC 1%
PACIFIC ISLANDER 0%
AMERICAN INDIAN OR ALASKA NATIVE 0%



73%
NON-
MINORITY

25%
ETHNIC
MINORITY

2%
NOT
SPECIFIED



“I’m more excited to see what’s to come from the next generation of thinkers, learners, and doers.”

CHARLIE STEINHICE
Business Analytics Manager

Charlie sees himself as part of “Generation Jones,” born in the mid-to late Baby Boom, but enjoying Gen X culture. His deep business and historical knowledge and ability to compassionately connect with others help Charlie train his team to better understand the needs of the populations BlueCross serves.



GENERATIONAL DIVERSITY

GENERATION Z

|
2%
(1997 and later)

MILLENNIAL

36%
(1981-1996)

GENERATION X

46%
(1965-1980)

BABY BOOMER

16%
(1946-1964)

THE POWER OF WE



“Through my internship, I met great people at BlueCross who guided me and showed me the possibilities that were out there. Now, as a BlueCross employee, I see just how much my internship experience shaped me.”

KERRINGTON WILSON
Research Coordinator

As a college student, Kerrington attended the BlueCross Power of We Externship, to learn about available careers. He then accepted an internship with the Information Delivery department before accepting a full-time position as a Research Coordinator.



“My first day on the job was during Veterans Day, and I remember watching the ceremony at Cameron Hill as they honored Veterans. This really left a fond memory and showed the company’s commitment to ensuring they’re inclusive of individuals and their diverse backgrounds, beliefs, knowledge, and skill sets.”

SABRINA LOGAN
Navy Veteran and Provider Programs Manager



NEARLY
3%
OF OUR
WORKFORCE
ARE

**U.S. ARMED
SERVICES
VETERANS**

8 Employee Resource Groups

An Employee Resource Group is a voluntary employee-led association organized around a common dimension of diversity:

- Women's Leadership Network
- Employee Veterans
- Generational Diversity
- Finance and Accounting
- BlueCross International Group
- BeYou @ Blue LGBTQ+
- UNIDOS Latino and Hispanic
- Valued Abilities



LGBTQ+ Employees

We offer a wide range of benefits including:

- Domestic partner health care benefits for same-gender partners
- Transgender benefits, including gender-reassignment surgery

We actively recruit and retain people who self-identify as LGBTQ+, through:

- Connecting with universities to encourage LGBTQ+ students to attend recruitment events
- Including sexual orientation and gender identity as part of our nondiscrimination policy

"I feel safe bringing my authentic self into any interaction at work. I'm not just physically and emotionally safe – I'm free from any prejudice or discrimination on a corporate level."

JULIE BUTTERFIELD
Behavioral Health Clinical
Operations Manager in Memphis
and member of the BeYou @ Blue
LGBTQ+ Employee Resource Group



11%
OF EMPLOYEES
AND
8%
OF NEW HIRES
SELF-IDENTIFY AS
HAVING DISABILITIES

First Employer

headquartered in Chattanooga to employ people with intellectual and developmental disabilities through Project SEARCH.

We hire and provide internship opportunities for individuals with Autism Spectrum Disorders in partnership with the Mosaic program.



Project | SEARCH®

"I am very fortunate to have a team that appreciates my unique set of experiences and skills and that feels comfortable enough to ask me open and thoughtful questions to help ensure I can perform at my best every day."

KAITLYN EDGE
Digital Analyst

As a person who became blind as an adult, Kaitlyn Edge knows that it's impossible to consider all the unique situations that people who are blind or visually impaired have experienced. But she credits BlueCross as an employer that's "by far one of the best workplace experiences I have had since losing my vision."



4 Cultural Awareness Sessions Held in 2021

The company sponsors quarterly events available to all employees and designed to help us work better, together.

- Black History Month
- Israel Cultural Awareness Event
- Hispanic Heritage
- Veterans Day

“During the holiday season, we have a Jewish Menorah in the front lobby right next to the Christmas tree to honor the Chanukah Jewish holiday. To me, that is a sign of respect and inclusion of the many diverse backgrounds of BlueCross employees.”

TAL COHEN
Manager, Provider Data and panelist during
the Israel Cultural Awareness Event



OUR COMMUNITIES

The BlueCross BlueShield of Tennessee Foundation is building BlueCross Healthy Places across the state. We have 17 projects open or under construction.

BlueCross Healthy Places may include a variety of features like playgrounds, sports fields/courts, and more. Each is free and open to the public, and they're accessible to visitors of all ages and abilities, so all of our neighbors can enjoy them.



**BLUECROSS
SPENT MORE THAN
\$85M
WITH DIVERSE
SUPPLIERS IN 2021.**

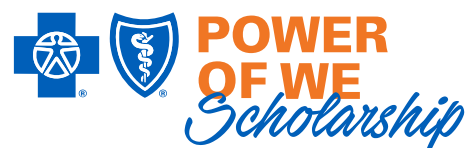


**MORE
THAN 300
PROFESSIONALS ATTENDED OUR
FOURTH POWER OF WE WORKFORCE
DIVERSITY CONFERENCE.**



“My brother has autism and I grew up going to his doctor’s appointments. I knew I wanted to help kids like him.”

NESMA ABDELNABI
Power of We scholar and nursing major at University of Tennessee – Knoxville



**SINCE 2013, THE BLUECROSS
POWER OF WE DIVERSITY
SCHOLARSHIP PROGRAM**

has awarded more than

\$285,000

to minority students studying
for careers in health care fields.

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Forbes 2021

THE BEST
EMPLOYERS
FOR DIVERSITY

POWERED BY STATISTA

Forbes 2021

THE BEST
EMPLOYERS
FOR WOMEN

POWERED BY STATISTA

Forbes 2021

AMERICA'S
BEST LARGE
EMPLOYERS

POWERED BY STATISTA



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

BEST
PLACES TO WORK

2021 for LGBTQ Equality

100% CORPORATE EQUALITY INDEX



DISABILITY
EQUALITY
INDEX

Best Place To Work For Disability Inclusion

BlueCross BlueShield of Tennessee

1 Cameron Hill Circle
Chattanooga, TN 37402

bcbst.com

BlueCross BlueShield of Tennessee, Inc.,
an Independent Licensee of the Blue Cross Blue Shield Association

21CCM (3/21)

BlueCross Diversity and Inclusion Report

CorporateDiversity@bcbst.com

All figures are latest available at time of publication and are rounded to nearest whole percent.



of Tennessee