

Being at Highmark Health

Be aware. Be engaged. Be committed.



• Abner Vargas

Team Manager
HM Health Solutions
SALUD BRG participant





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Letter From Our President and Chief Executive Officer

When people ask me what diversity means to me, I often say, “Diversity starts at the bridge of your nose.” That means two distinct but important things.

It means that different races and ethnicities have different bridges on their noses. I know this from the many years that our Visionworks team has been making glasses that meet the diverse needs of our customers across the U.S. It’s our job to understand our customers and deliver products that meet their needs. That’s just good business.

It also means that diversity is all about your perspective. Each of us bring our own set of experiences, skills, talents and beliefs to our jobs. This diversity of perspective is the foundation for an organization that’s focused on the needs of its customers — if we “are” our customers, then we can better understand and deliver what they need.

We have made great strides in building a culture across the Highmark Health enterprise that is focused on meeting the needs of our customers and that represents the communities we serve. I look forward to developing that culture even further in the years to come. For our employees, “being at Highmark Health” means they can bring their whole selves to work each day and do their part to build the health care of the future for our customers.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Holmberg". The signature is fluid and cursive, with a long horizontal stroke at the end.

David Holmberg, President and CEO
Highmark Health

Diversity and Inclusion Committee of the Board of Directors of Highmark Inc.

The Diversity and Inclusion (D&I) Committee of the Board of Directors of Highmark Inc. includes board members and executive leaders who oversee the work of our corporate D&I 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."

"An inclusive culture sparks innovation, supports diversity and makes good business sense. It also inspires people to reach for and achieve new growth and consider bright opportunities. Our commitment to diversity and inclusion is about being authentic and respecting and understanding those differences that make us unique. Not only is it the right thing to do — it's the best thing to do for the business and our customers."

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

Welcome From the Inclusion Advisory Council

The Inclusion Advisory Council (IAC) includes more than 20 executive leaders across the enterprise who collaborate with the Office of Diversity & Inclusion to guide their respective business units in implementing and sustaining successful D&I practices. These individuals 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.

"The IAC is a venue where I can partner with other business leaders to create a culture that supports the interests of both our customers and employees by harnessing the power of diversity. I enjoy being able to collaborate with employees who share candid feedback and provide sound business recommendations through their involvement in our BRGs. My favorite part of being a member of the IAC Executive Committee is our focus on providing products and service experiences that meet the needs of all of our customers — all of the time. The work of these committees will never have a project completion date, as our efforts will always be a work in progress."

— Jim Fawcett, Senior Vice President, Medicaid Markets
IAC Executive Committee member and BRG Executive Sponsor

Business Resource Groups:

Executive Champions, Sponsors and 2014 Highlights

Executive Champions and Sponsors

Our Executive Champions and Sponsors are key leaders across the enterprise committed to integrating diversity and inclusion to drive business results. These leaders also provide guidance and oversight for our Business Resource Groups (BRGs).

BRG	Executive Champion
Abilities BRG	Nanette DeTurk Chief Administrative & Strategy Officer, Treasurer
Black BRG	Thomas VanKirk Executive Vice President, Chief Legal Officer
Generation BRG	Brian Holzer Senior Vice President, Diversified Business, Allegheny Health Network
LGBTQ BRG	Melissa Anderson Executive Vice President, Chief Audit & Compliance Officer
Women's BRG	Deborah Rice-Johnson President, Highmark Health Plan

BRG	Executive Sponsor
Abilities BRG	Gary Dick Senior Vice President, IT Infrastructure & Security
Black BRG	Evan Frazier Senior Vice President, Community Affairs
Generation BRG	Tracy Saula Vice President, Transformation
LGBTQ BRG	Jim Fawcett Senior Vice President, Medicaid Markets
SALUD BRG	Matt Fidler Vice President, Experience Insight & Planning
VETS BRG	Dwight Eric Lisle Vice President, Member & Provider Experience
	Paul Puopolo Vice President, Business Innovation & Development
Women's BRG	Barbara Gray Senior Vice President, Senior Markets

“Diversity of thought sparks innovation, innovation drives business and good business leads to successful outcomes. In an integrated health care delivery environment, our primary focus is our customers, and we recognize they are part of a diverse community with very different health care needs and expectations. To me, diversity just makes good business sense. As Executive Champion for our Abilities BRG — an employee group focused on supporting and meeting the needs of people with disabilities — it is clear that diversity is a key part of building an inclusive work culture in which diversity is an expectation, not an afterthought.”

— Nan DeTurk, Chief Administrative and Strategy Officer, Treasurer
Diversity Champion

“According to Nielson, Hispanic buying power will top \$1.5 trillion by 2017. To be relevant to such a massive market, we must channel the power of our employees, taking their insights and suggestions, to create an actionable plan that allows our enterprise to better meet customer needs. Now more than ever, it is important to equip our employees with the necessary tools and resources so they can create a bridge to the Hispanic market and support the needs of this unique culture. I am honored to work with SALUD as they create change and drive it from the inside out.”

— Matt Fidler, Vice President,
Experience Insight and Planning
Diversity Sponsor



BRG Overview

Our BRGs are inclusive groups of employees with shared interests who work together to advance the organization's workplace, marketplace and community capabilities by leveraging the unique perspectives of its people. Highmark Health has seven BRGs:

1. Abilities BRG
2. Black BRG
3. Generation BRG
4. LGBT+ BRG
5. SALUD BRG
6. Women's BRG
7. VETS BRG

The Abilities BRG raises awareness of the needs of, and offers support to, people with disabilities and their caregivers in the Highmark workplace, marketplace and community.

Key 2014 accomplishments and contributions

- **Bender Leadership Academy:** This on-site leadership certificate program is offered annually through our partnership with Bender Consulting Services and Pittsburgh City Schools. Participants complete a four-class curriculum focused on valuing education, building leadership skills and demonstrating behaviors that position them for employment opportunities.
- **National Disability Mentoring Day:** Each year the Abilities BRG participates in National Disability Mentoring Day, sponsored by the U.S. Department of Labor's Office of Disability Employment Policy. In 2014, more than 35 high school students in Pittsburgh and Camp Hill participated in the half-day event, which provided business training, learning activities and job shadowing opportunities.
- **Volunteers of America — Pittsburgh Disability Employment Project for Freedom:** The Abilities BRG hosted high school students and recent graduates with disabilities for this on-site event, designed to provide business-directed training related to Autism Spectrum Disorder and other mental disabilities that supports competitive employment for people with disabilities (PWD).



Be aware.
Be supportive.
Be willing.

A portrait of Aaron Bosley, a man with glasses and a light blue button-down shirt, smiling slightly. He is positioned on the left side of the page, with his arms crossed. The background is a soft, out-of-focus indoor setting.

Abilities BRG Sparks Innovation

“The Abilities BRG provides support and guidance for employees with disability and accommodation needs. Abilities BRG participants are unique because each individual has a perspective on the way things are within the workplace, as well as how things should be. They help make the work environment more diverse and accessible for employees with specific needs so they can be successful in their jobs.”

Aaron Bosley

Application Developer, HM Health Solutions
Abilities BRG participant

The Black BRG serves to support the strategic initiative to empower black employees in achieving great business results for the workplace, marketplace and community.

Key 2014 accomplishments and contributions

- **Mentoring Matters:** The focus of this leadership program is to help participants achieve success through effective business thinking, inspiring others and personal leadership. Twenty-two employees completed the program in 2014 — provided by BRG Executive Sponsor Evan Frazier.
- **National Black MBA Association:** Four members of the Black BRG leadership team also serve on the executive board for the NBMBA Greater Harrisburg Chapter, which was named the 2014 Chapter of the Year.
- **National Make a Difference Day:** 2014 marked our first year participating in the largest day of community service in the U.S. — National Make a Difference Day. BRG volunteers supported Project Bundle-Up in western PA, the Boys & Girls Club of Harrisburg in central PA and the National Alliance on Mental Illness (NAMI) in Wilmington, DE.





Black BRG Creates a Culture of Inclusion

“The Black BRG strives to make positive impacts by strategically aligning our initiatives with Highmark Health’s mission and vision. As the BRG chair, I take pride in providing opportunities for our participants to showcase skill sets they may not use in their current positions, and offering professional and personal development through our Mentoring Matters program. The Black BRG encourages African-American cultural pride and understands the need to embrace diversity in order for the enterprise to successfully meet the needs of the communities we serve.”

Sharon Woodward

Document Production Supervisor, Highmark Inc.
Black BRG participant



Be innovative.
Be a leader.
Be the voice.

Generation BRG Builds Collaborative Environments

“From both a personal and professional standpoint, my involvement with the Generation BRG has been a wonderful developmental experience. It’s given me the opportunity to connect with co-workers across the enterprise, which has been invaluable. I’ve developed both mentoring relationships and friendships with people in various stages of their career who I likely would have never met otherwise. Invariably, new insight and ideas have resulted from each of these relationships.”

Brandie Baughman

Customer Billing Analyst, Highmark Inc.
Generation BRG participant





Be enthusiastic.
Be an inspiration.
Be a role model.

The Generation BRG leverages the unique skills and abilities of Gen X and Gen Y employees to influence our direction and relevance in the workplace, marketplace and community.

Key 2014 accomplishments and contributions

- **Professional Development Series:** The Generation BRG coordinated a four-part professional development series for employees in 2014, which focused on career advancement, mentoring, interviewing skills, networking and generations in the workplace.
- **Mentoring Panel Workshop:** The second annual Generation BRG mentoring event — hosted in Pittsburgh and Camp Hill in January 2014 — featured a panel of eight enterprise leaders who shared their personal experiences climbing the corporate ladder and provided professional tips for future leaders. It also offered breakout sessions for attendees to discuss career paths in a variety of fields with leaders from the panel.
- **Networking Socials:** Networking socials were coordinated by the Generation BRG for employees in Pittsburgh and Camp Hill to learn more about the professional strengths and challenges of mentors.

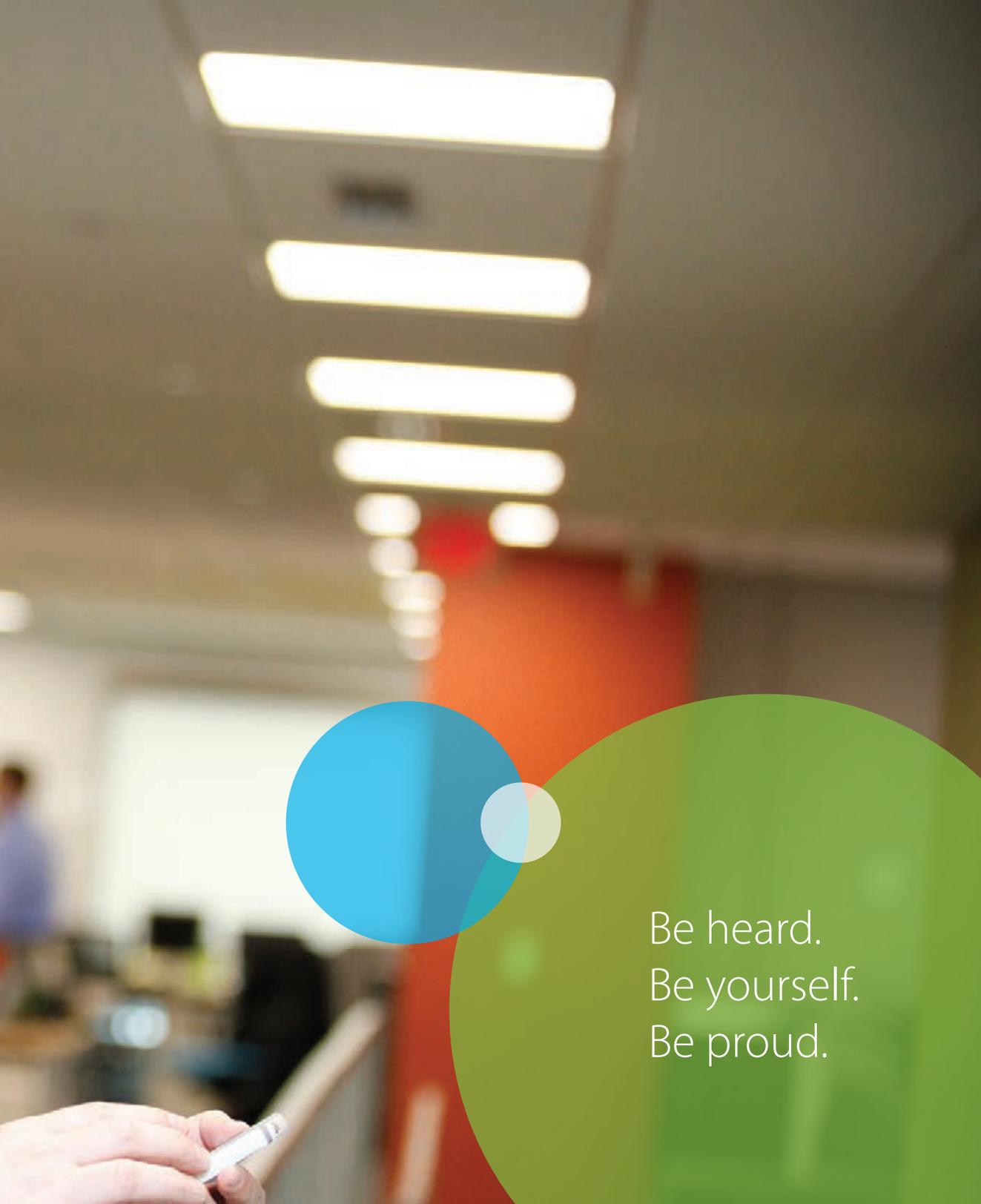
LGBTQ BRG Leverages Diverse Perspectives

“Prior to working at Highmark, I was deep in the closet regarding my homosexuality. Although I traveled to Canada in 2005 to marry the love of my life, only a handful of my co-workers ever knew I was gay. I was constantly afraid of what would happen to my job if someone found out. When I joined Highmark in 2007, I had no clue about their inclusive policies that recognized marriage equality. It was an eye-opening experience in new hire orientation when I learned that my husband was eligible for coverage under many company-sponsored benefits. I began to fully appreciate what that meant. It was something tangible that honored our commitment to one another. I’m proud to work for a company that gives me the freedom to be who I am without fear. As a leader for the LGBTQ BRG, I’m able to serve as a champion for inclusiveness and show my appreciation.”

Anthony Roscoe

Manager, HM Health Solutions
LGBTQ BRG participant





Be heard.
Be yourself.
Be proud.

The Lesbian, Gay, Bisexual, Transgender and Ally (LGBTQA) BRG leverages diverse LGBTQA experiences to help promote inclusion among employees, enrich community outreach efforts and foster marketplace excellence.

Key 2014 accomplishments and contributions

- **World AIDS Day:** In support of World AIDS Day, Highmark Health “went red” on Dec. 1, 2014. The spire of Fifth Avenue Place could be seen glowing red from the Pittsburgh skyline, and our employees also wore red to show their support. In addition, the LGBTQA BRG encouraged free community HIV testing and echoed the Pittsburgh AIDS Task Force campaign to promote three simple actions that help the fight against HIV — find it, treat it, beat it.
- **Post-Defense of Marriage Act (DOMA) Lunch and Learn:** Highmark Health partnered with Maureen B. Cohon and Buchanan Ingersoll & Rooney to host an employee seminar about post-DOMA changes and the effects on our employees, as well as marriage equality and its impact on same-sex marriage benefits, estate planning, laws and individual rights.
- **Pride Sponsorship and Participation:** The LGBTQA BRG coordinated participation of more than a hundred employees, business departments, family members and friends in the 2014 Pride March and PrideFest in Pittsburgh and the Pride Festival of Central PA. Our Highmark Direct mobile unit was also deployed to promote health equity initiatives.

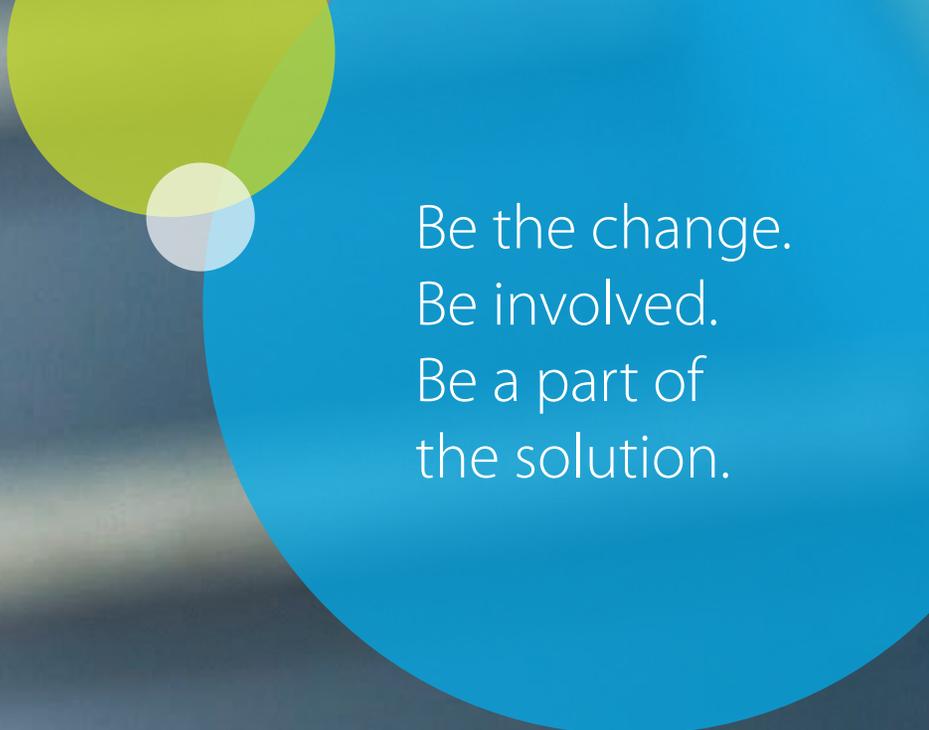
SALUD BRG Increases Cultural Awareness

“Being part of SALUD has granted me a number of opportunities that would not have been possible otherwise, such as presenting to the D&I Board of Directors, which includes our president and CEO. Not only do I value the opportunities for professional growth, but I also cherish the opportunities to impact our Latino community through volunteer efforts and other outreach activities.”

Abner Vargas

Team Manager, HM Health Solutions
SALUD BRG participant





Be the change.
Be involved.
Be a part of
the solution.

The SALUD BRG — which stands for **S**trengthening **A**wareness of **L**atino culture **U**sing and understanding **D**iversity — leverages our Latino talent to develop business opportunities in the workplace, marketplace and community.

Key 2014 accomplishments and contributions

- **Grant Funding for the Latin American Community Center (LACC):** The SALUD BRG has been instrumental in developing and maintaining our relationship with the LACC, which was founded in Wilmington, DE, in 1969 to address the needs of immigrants adapting to life in the U.S. Highmark Delaware's BluePrints for the Community program funded the LACC with a \$249, 839 grant from September 2013 to August 2014 in support of its mission to provide mental health support to low-income, uninsured individuals.
- **Community Affairs, Health Equity & Quality Services (HEQS) and Health & Wellness Promotions:** In 2014, SALUD provided focused support to Highmark Health's Community Affairs, HEQS and Health & Wellness divisions. BRG participants joined Community Affairs for events like Walk for a Healthy Community, the Latino Hispanic American Community Center (LHACC) Block Party and the 10th annual Estamos Unidos de Pennsylvania (EUP) Gala. SALUD also supported many of our HEQS and Health & Wellness efforts by participating in meetings and events and featuring regular articles on health disparities and wellness in the SALUD newsletter.
- **United States Hispanic Chamber of Commerce (USHCC) National Convention:** Employees in the SALUD BRG participated in the 2014 USHCC Annual National Convention. This two-day convention is recognized as the largest networking venue for Hispanic businesses and Fortune 1000 corporations interested in the Hispanic market.

The Women's BRG energizes the marketplace, workplace and community by leveraging the power of women's resources.

Key 2014 accomplishments and contributions

- **Paths to Success Series:** The Women's BRG hosted a series of panel presentations featuring a number of executive leaders from various business units to educate employees on advancing their professional development. Participants received advice on how to network and were able to benefit from the experience of others in senior leadership positions.
- **Ladies Night Out:** The Women's BRG, along with several other Highmark Health BRGs, partnered with the women's health division of Hamilton Health Center in Harrisburg, PA to coordinate a Ladies Night Out event. Participants volunteered as greeters and provided a healthy dinner to those in attendance, along with healthy recipe ideas, flowers and other small prizes.

Women's BRG Empowers Change

"I joined the Women's BRG as a way to meet like-minded employees across the enterprise. The networking opportunities bring women together to share information, volunteer, mentor and learn — the experience has truly been invaluable. It's given me the chance to take on a greater leadership role and learn from experience."

Julia Gleason

Senior External Client Relations Manager, HM Health Solutions
Women's BRG participant

Be influential.
Be inclusive.
Be healthy.



Be of service.
Be courageous.
Be agile.

Introducing the VETS BRG

“As an Air Force veteran, I am pleased and honored to be a part of the VETS BRG. This group is poised to showcase and foster the unique talents that veterans and military personnel bring to the workforce. Providing a new platform to embrace the insights and skills of our veterans is incredibly inspiring.”

Jonathan Edmonds

Director, HM Health Solutions
VETS BRG participant



The VETS BRG — which stands for **V**oices of **E**mployees **T**hat have **S**erved — is Highmark Health's newest BRG, having officially launched in the first quarter of 2015. The VETS BRG aspires to articulate the viewpoints of military personnel and veterans by providing a vehicle for communication, sharing common issues and establishing a support network to promote the professional development of our employees. We are excited by the energy and momentum of the VETS BRG already, and look forward to sharing information on the group's initiatives and accomplishments for 2015.

Key veteran initiatives

- In early 2014, Highmark Health set out to develop a corporate strategy to attract, hire and retain veterans and military personnel
- In June 2014, Highmark Health hosted a private gathering of business and community leaders in Pittsburgh to discuss a regional strategy around supporting military personnel, veterans and their families. The event was led by Highmark Health Plan President Deborah Rice-Johnson, and featured attorney and human rights activist Edward (Ted) Kennedy Jr. as the guest speaker.
- Highmark Health partnered with the United Way of Allegheny County to host several military forums in 2014 to develop a strategy for local businesses and nonprofits to partner in supporting military personnel, veterans and their families throughout western PA.

Closing Remarks

From the Vice President of Diversity & Inclusion

This summary report provides a snapshot of how the Highmark Health enterprise brings diversity and inclusion to life through collective efforts to positively impact our workplace, marketplace and community. We are committed to leveraging diversity as a way to continue creating an inclusive culture, and are proud of the accomplishments we are able to achieve through our BRGs, executive sponsors and board members, and collaboration with community partners.

We recognize that our strength lies in people — our employees, our customers and our community. Being at Highmark Health reflects the value we place on recognizing and celebrating the people who make us stronger and healthier every day. To all our supporters, we say, “Thank you.” Thank you for respecting our individual differences while focusing on the collective whole, and for helping us change the way health care is delivered and financed.

We hope you’ve enjoyed learning more about our efforts, and we welcome your feedback at inclusion@highmarkhealth.org.

Inclusion ... it’s what we do: **Be aware. Be engaged. Be committed.**

Sincerely,



Sara Oliver-Carter

Sara Oliver-Carter, Vice President, Diversity & Inclusion
Highmark Health





Visit our Careers page at www.highmarkhealth.org to view current job openings, or scan the QR code below to join one of our Talent Communities and receive hot job alerts!

