As a leading healthcare company serving diverse populations across the U.S., we understand the importance of fostering an affirming and inclusive workplace – one that provides opportunities for all associates to grow, lead and do their best work. The challenges we face in healthcare require us to draw from the perspectives, experiences and ideas of all associates to deliver innovative and effective services and solutions that meet the needs of our consumers.

At Anthem, we are dedicated to creating a healthcare system that is simpler, more affordable and more accessible for all consumers, and our commitment to diversity and inclusion is essential to this work.

Our 57,000 associates make their best contributions when they can be authentic at work, and feel welcomed, respected and appreciated for who they are. Their diversity of thought, cultural background and insight infuse energy and dynamism into our organization – we are a better organization because we have a diverse workforce.

We rely on the different experiences, perspectives and talents of our associates to help us understand what motivates and drives the healthcare needs of our diverse consumers, and on an inclusive culture that fosters innovative thinking and unifies our workforce behind our shared purpose— to deliver trusted and caring solutions to the evolving healthcare needs of our communities.

Diversity & Inclusion Management
We understand that a diverse workforce is key to meeting our business goals and meeting the needs of those we serve. As a result, we have a strategic approach to Diversity & Inclusion management, one that pursues the integration of diversity into everything we do. Our Chief Diversity Officer collaborates closely with our CEO, the Executive Diversity Council and other senior leaders to ensure our diverse workforce results in a greater capacity to meet our goals. For that, we must ensure our culture is one that encourages associates to bring their whole self to work and feel valued and supported to do their best work.

Anthem’s diversity and inclusion strategy focuses on:

Culture – Fostering an inclusive and respectful work environment that promotes awareness and appreciation of the many dimensions of diversity that make each one of us unique, and creates opportunities for that unique insight to inform business decisions and solutions.

Career – We promote talent management processes and practices that allow all
associates to fulfill their career aspirations and develop their leadership skills – regardless of where they sit within the organization.

**Business** – We recognize that personal experience and cultural background are factors that influence not only the health care needs of consumers but also their approach to health and wellness, and how they engage with the health care system. Thus, we seek opportunities to embed the diversity lens and cultural insight into business initiatives and solutions.

**Community** – Diversity is an important aspect of our corporate responsibility commitment. We engage our associates in programs and efforts that seek to improve the health and wellbeing of the communities in which we live and work.

**Building The Talent Of The Future**
We believe in the strategic power of a balanced representation of gender, backgrounds and experiences at all levels, particularly in our leadership ranks. A leadership team that derives strength from diversity of thought, a variety of experiences and perspectives is critical to transforming health care through collaboration, insight, and innovation.

Like many other organizations in corporate America, we see an opportunity to bring greater representation of women and minorities at the more senior levels of leadership, thus the advancement of women, ethnic minorities and underrepresented groups is at the center of our diversity strategy.

Increasing representation at the top requires intentionality and in 2015 we launched a talent management strategy -Talent 2020 - that seeks to increase representation of women and minorities in our leadership ranks by addressing key levers that help promote the recruitment, retention and advancement of a diverse workforce. This holistic approach includes such initiatives as unconscious bias education for leaders, bias mitigation at the process level as well as improved practices around talent acquisition and talent management, formal mentoring, career pathing, and leadership development.

Developing our leaders is critical for our success and the leadership development programs we offer provide a clear foundation for career progression and increased visibility within the Anthem leadership pipeline. Our commitment to increasing diversity in leadership roles is factored in the selection of participants for all developmental programs.

While our development programs primarily target talent at different leadership levels, our internship programs focus on early careerists. Since 2012, the Sales Diversity Internship Program has been developing a pipeline of racially diverse talent through summer internships. As a way to maximize this effort, in 2015 Anthem joined the United Negro College Fund (UNCF) Corporate Scholar Program, which provides scholarships, internships, and mentorships for rising college juniors, seniors and graduate students in specified disciplines. Participants include African American, Asian Pacific Islander American, American Indian/Alaskan Native and Hispanic American students. By recruiting promising diverse students, the program increases interest in Anthem and other participating corporations and, ultimately, enlarges the pool of prospective diverse candidates. Since this partnership began, Anthem has awarded fifteen academic scholarships and offered internships to
twelve students, three of which were hired into full time positions within Sales.

In addition, in early 2018 Anthem launched a new internship program focused on individuals with disabilities. The inaugural cohort of interns consisted of thirteen graduate and undergraduate students from various academic institutions. Interns were assigned a mentor and had to complete an eleven-week curriculum that centered on the development of skills for early careerists and gave them experience in such areas as Sales, Marketing, Customer Operations and Legal.

Supporting Employees’ Education
Anthem believes in the power of education and helps employees obtain college degrees. In this effort, we partner with the nonprofit, fully-accredited College for America program designed for working adults. This online, competency-based education program allows students to demonstrate skills and knowledge by completing work-related projects at their own pace. For only $3,000 per year, an associate can earn a college degree that is 100% covered by Anthem’s education assistance benefit with no out-of-pocket costs. Since the College for America program launched nationwide in June 2015, 225 Anthem associates have earned college degrees through the College for America program.

Unconscious Bias – From Awareness To Bias Mitigation
There’s substantial research about the impact of unconscious bias in decision-making in the workplace, including talent management decisions. In 2017, Anthem launched “Decide: The Neuroscience of Breaking Bias,” an eLearning program developed by the NeuroLeadership Institute that helps leaders identify, label, and mitigate workplace bias. By raising awareness about the prevalence of unconscious, unintended bias, this program is the first step toward managing biases in effective ways.

As a result of our focus on this important topic, we have been examining hiring practices with the purpose of adding structure, consistency and a variety of perspectives that can help minimize the impact of personal unconscious bias in recruitment and hiring decisions.

Cultural Competency
Our consumers represent the diversity of our country and we believe it’s important to acknowledge that cultural background and life experiences can have a significant impact on health care needs and on how consumers engage with the health care system. All new Anthem associates are expected to complete the eLearning program “Becoming Culturally Competent” during their onboarding. This training, created in partnership with our associate resource groups, depicts various scenarios familiar to our associates and provides them with practical tools to interact with colleagues and serve consumers in a culturally competent way.

Culture and Associate Engagement: Associate Resource Groups
Our Associate Resource Groups (ARGs) celebrate our diversity so we can learn from each other and work more effectively together to meet the needs and expectations of our consumers.

During the past decade, Anthem’s ARGs have been instrumental in engaging associates from every corner of our organization. While finding venues to enhance their career journey at Anthem, ARG members are often
invited to join focus groups and work groups to offer acumen and cultural insight into business initiatives and solutions centered on leadership development, inclusion and cultural competency, consumer centricity, and corporate responsibility.

Anthem’s nine ARGs:

- **ABLE** • Disability Inclusion Network
- **ACE** • Asians Committed to Excellence
- **APEX** • African American Professional Exchange
- **HYPE** • Healthcare Your Professional Exchange
- **PRIDE** • Promoting Respect, Individuality, Diversity & Equality
- **SOMOS** • Hispanic/Latino ARG
- **VOA** • Veterans of Anthem
- **WIN** • Women’s Inspired Network
- **W@VE** • Working @ Anthem in a Virtual Environment

A few examples of ARG contributions through collaboration and cultural insight include:

- LGBTQ inclusion programs and education: PRIDE has been instrumental in the development of several tools that are helping Anthem better respond to the needs of associates and consumers.
- They include: Transgender Inclusion and Transition in the Workplace Guidelines; Safe Space Program; Building LGBT Friendly Practices (video training for providers); Transgender Healthcare Awareness training to help associates interact with transgender colleagues and consumers in a culturally competent way.
- #FitAnthem5K, a wellness campaign led by ARGs to promote exercise and healthy eating.
- Becoming Culturally Competent training, which includes testimonials and case scenarios offered by ARG members.
- Various webinars that range from leadership development and mentoring to disability and veteran inclusion in the workplace.
- Various celebration and activities centered around monthly observances such as African American History Month, Women’s History Month, Hispanic Heritage Month, Disability Employment Awareness Month, etc.

For more information on Anthem’s Diversity & Inclusion, visit:

[www.anthemcorporateresponsibility.com](http://www.anthemcorporateresponsibility.com)