



An Independent Licensee of
the Blue Cross and Blue
Shield Association

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Blue Cross Blue Shield of Arizona (BCBSAZ) is an Equal Employment Opportunity (EEO) Employer. We employ, advance in employment, and otherwise treat qualified individuals without regard to race, color, national origin, sexual orientation, gender identity or expression, genetic information, disability, religion, age, sex, marital status, pregnancy, protected veteran status, or any other classification protected by law. This policy of non-discrimination and equal opportunity applies to all employment practices including, but not limited to, recruitment, advertising, the job application process, hiring, upgrading, promotions, demotions, transfers, layoffs, termination, rehires, compensation practices, benefit plans, leaves of absence, training, social, recreational events and other terms, conditions and privileges of employment.

As President and CEO of BCBSAZ, I am committed to the principles of affirmative action and EEO. We are an affirmative action employer and it is the policy of BCBSAZ to actively recruit, refer and employ qualified applicants in compliance with Executive Order 11246 and Section 503 of the Rehabilitation Act of 1973 as amended. It is also the policy of BCBSAZ to actively recruit, refer and employ qualified veterans in compliance with the Vietnam Era Veteran's Readjustment Assistance Act of 1974 as amended. In order to ensure dissemination and implementation of EEO and affirmative action throughout all levels of the company, I have selected Torrie Michaud, Director of Human Resources (HR), to manage EEO for BCBSAZ.

To further BCBSAZ's policy regarding affirmative action and EEO, BCBSAZ has developed written Affirmative Action Programs (AAPs) which set forth the policies, practices and procedures that BCBSAZ is committed to in order to ensure that its policy of non-discrimination and affirmative action is accomplished. The AAPs for protected veterans and individuals with disabilities are available in the HR office for inspection by any employee or applicant for employment upon request during normal business hours. Interested persons should contact Torrie Michaud for assistance at AlternativeAppNeeded@azblue.com or 602-864-5440.

If you have questions or concerns regarding EEO or believe you have been discriminated against in any manner as described above, you should notify your supervisor or immediately discuss the situation with Torrie Michaud, Director of HR. BCBSAZ will continue to direct management personnel to take such action as may be required to prevent behavior prohibited by this policy. All matters will be investigated and appropriate disciplinary action will be taken, up to and including termination of employment. Employees and applicants who file an EEO complaint, assist or participate in an EEO investigation, compliance review or hearing, or who exercise rights protected by any applicable federal, state, or local nondiscrimination law, rule, or regulation shall not be subject to harassment, retaliation, intimidation, threats, coercion or discrimination.

We request the support of all employees in continually creating an EEO workplace.

A handwritten signature in blue ink, appearing to read 'Pam Kehaly'.

**Pam Kehaly, President & CEO
Blue Cross Blue Shield of Arizona**