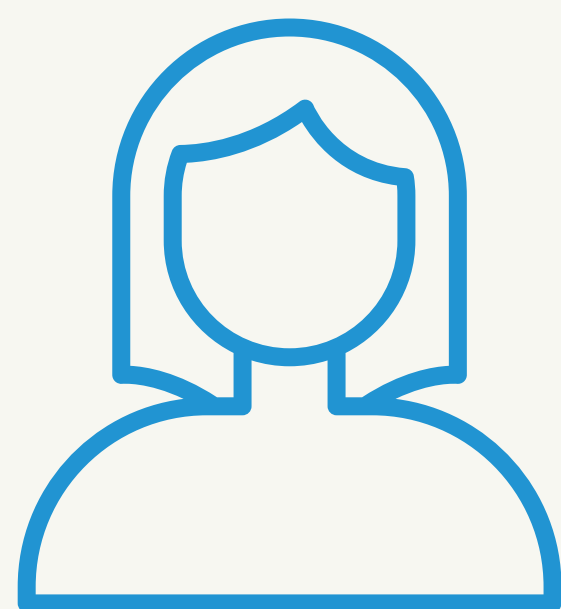




Diversity and inclusion at Blue Shield of California

Board of Directors



50%
female

Leadership (Director+)



50%
female