



Diversity, Inclusion and Belonging at Delta Dental



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Diversity, Inclusion and Belonging Overview

As we continue to expand our Diversity, Inclusion and Belonging efforts, we remain committed to embracing the increasingly diverse world around us and to driving change through our collective effort to achieve inclusion and belonging. Delta Dental cares for nearly forty million customers, and our business is only as strong as those we have the pleasure to serve. When our workplace represents unique backgrounds and perspectives, we're better positioned to take exceptional care of our customers, providers, and each other. Creating an inclusive and equitable world and workplace positively impacts every aspect of our business. When our leaders help create an inclusive environment and employees feel a greater sense of belonging, their diverse viewpoints help drive innovation and deliver value for our customers. To truly live our values in everything we do, we have to ensure everyone has a voice in the conversation.



Our DIB Mission and Philosophy

Create and sustain an enterprise understanding that diversity, inclusion and belonging is essential to achieving our organization's vision and foster a culture where everyone can realize their fullest potential. We believe that to be engaged, we must all be champions through intentional actions, guided by our values, to ensure everyone feels safe, included, respected and valued.

“We can't truly live our values without allowing for this safe space for employees to be their authentic selves,” said **Head of Diversity, Inclusion and Belonging, Teresa Hairston**. “We rely on all that you are to shape the experience of our customers, providers and each other. Every employee should feel empowered to follow our guiding principles to: communicate transparently and listen to each other, be adaptable and flexible and treat each other with respect and empathy.”

Our Inclusion Communities and what they mean to Delta Dental employees

Delta Dental believes that to be engaged, you must feel included, respected, and valued. We are acting intentionally to champion inclusion and belonging as we shape our culture and ensure that our employees can be their true selves at work. Our core values of trust, service, excellence, and innovation are unified in our shared commitment to take exceptional care of our customers and each other. We know through experience that different ideas, perspectives, and backgrounds create a stronger and more creative work environment that delivers better results.

ASPIRE (Asian Pacific Islander Recognition & Empowerment) is an inclusion community for Asian and Pacific Islander employees, and allies.

ASPIRE uses empathy to educate others to better understand the history and diversity of Asian and Pacific Islander cultures, as we work toward creating a safe and inclusive space for Asian American Pacific Islander (AAPI) employees and allies. We work collaboratively to encourage ideas, drive innovation, and create opportunities to develop leadership skills and broaden our network. We strive to increase representation of Asian Americans and Pacific Islanders, within Delta Dental and within leadership roles, by recognizing and empowering those in our community.

Jessica Wong, Product Designer and ASPIRE Co-lead, shares “ASPIRE started out as a working group for AAPI heritage month and we soon learned how much we needed a proper inclusion community. We’d break out into groups to brainstorm ideas but we almost always ended up sharing about our personal experiences because none of us ever really had the opportunity to do so in a work setting. Being part of ASPIRE – and really any Inclusion Community – means we have that time and place specifically set aside to talk about what is important to our community, how we can make an impact, and how we can elevate one another, instead of having to make time after our work day when we’re all tired and we have a million other things to do. It is so necessary to our wellbeing, both in and outside of Delta Dental.”



ABLE (Alliance of BLack Employees) is an inclusion community for Black employees, as well as allies.

ABLE is a group that values, empathizes, optimizes, and leverages the internal/external resources of its African Descent populations for the benefit of Delta Dental and the communities we serve. We educate others about the diversity of cultures of African descent in the world and to serve as an inspiration to other employees and allies at Delta Dental and beyond.

Karen Horace, DDS, Dental Consultant and ABLE Co-lead, shares “Having an Inclusion Community for people of African descent means that our presence and our voices are valued. In so many spaces in their lives, people of African descent have their abilities, their competence, their proficiency, their very presence questioned. The name ABLE says that people of African descent are just that, they are ABLE, they are competent, they are capable, they are valuable, they are relatable, they are respectable, they are admirable, they are lovable, and they are irreplaceable in the fabric of America. The name reinforces our strengths. Building the ABLE Inclusion Community means Delta Dental recognizes the importance of our active participation, and the value of our input. That our experiences and perspectives, shaped by our cultures and ethnicities, are welcome here.”

DLANTE (Delta Dental Latinx & Hispanic Association of Nationwide Talented Employees) is an inclusion community for Latinx & Hispanic employees, as well as allies.

Delta Dental Latinx & Hispanic Association of Nationwide Talented Employees is as a group that aims to support business initiatives by building connections among all employees and in the communities where Delta Dental operates, advocates for Latinx and Hispanic employees, and celebrate Latinx and Hispanic culture.

Estella Maldonado, Cyber Risk Management Engineer and DLANTE Special Projects Committee Lead, shares “DLANTE inclusion community embodies important and fundamental aspects of the fiber which is my personal and professional life. DLANTE is a positive forum which allows us, of Hispanic and Latinx heritage, to celebrate our culture in a way that is positive and educational. DLANTE events are representative of real-life situations and have covered topics such as the journey of migrant children and the plight of the farm workers. On a lighter note, it has been such a pleasure to bond with other Delta Dental professionals with whom I share our culture. Everyone is welcomed “bien venido” to DLANTE!”

Spectrum is an inclusion community for LGBTQIA+ employees, as well as allies.

Spectrum works toward creating and maintaining a safe, inclusive, and equitable environment for LGBTQIA+ employees and allies for the benefit of Delta Dental and the communities we serve. We recognize that sexual orientation, gender identity, and gender expression work through and are influenced by race/ethnicity, gender, culture, age, ability status, class, faith, and other social characteristics we take an intersectional approach to build inclusion. We are committed to promoting equality and respect for all employees.

Marissa Reed-White, Senior Customer Experience Designer and Spectrum steering committee member shared “Spectrum provides a safe space for LGBTQ+ employees and allies to engage as their authentic selves. Our community works to welcome everyone in an open manner, hoping to build up those inclusive foundations where we can really strive to achieve our enterprise mission. By investing in these spaces, I know Delta Dental has thoughtfully planned for my participation and is open and willing to accept me for who I am because of the great work I do.”

Women@Delta is an inclusion community for women-identifying employees, as well as allies.

Women@Delta is a group that builds a culture of collaboration throughout the enterprise that empowers us to attract, select, develop and retain women within Delta Dental while cultivating equity and opportunity in the communities we serve. The vision of Women@Delta is a thriving, inclusive and supportive workplace for all.

Tiffany Clark, Network Development Specialist and Women@Delta member, expresses her gratitude for the Women@Delta Inclusion Community “The Women@Delta community is something that I had hoped would happen for a few years, and I am so happy to see how much this group has taken off. We are in the process of building a community that includes women at all levels in their career, and this space allows me the ability to be able to network with women that I may have never gotten a chance to ever meet across our Delta enterprise. This group allows for the opportunity to be able to interact with women and share commonalties and experiences that is beneficial for all of us. In the words of Beyonce - ‘Who Run the World? Girls!!!’”

Seen and Heard Series

Delta Dental hosts sessions of a Seen and Heard Series which highlight different topics important to those in the company. Seen and Heard sessions allow Delta Dental employees to listen to meaningful and engaging conversations with individuals across the organization as well as outside professionals. Chief Legal Officer, Mike Hankinson shares that the Seen and Heard Series is an important part of DIB at Delta because “The conversations are honest, transparent, and heart felt. And these amazing people who participate are truly inspiring and courageous. The sessions present unique opportunities to listen and learn and grow as both people and professionals.”

During our Working Families session, Alicia Weber, Chief Financial Officer, shared, “My Delta leaders, along with my teams, have allowed me and given me the flexibility I needed throughout the many years I have been here with Delta, this mean that I could be the ‘cool’ mom.”

During our Valuing Diversity to Create an Inclusive Environment session, Mohammad Navid, Group Vice President, Sales and Marketing, shared, “We are one Delta team... 100% committed to the development of each and every one of us.” Earl Parker, Vice President Customer Operations, shared, “Delta is open to the conversation, your contribution matters, your voice matters.” Roy Gilbert, Chief Operations Officer, shared, “We have complex jobs at a company that has been here a long time. We do our jobs better, if every time we are tackling problems, every time we are tackling issues, we are bringing diverse perspectives and experiences. You can’t bring those diverse experiences and perspectives to bear unless everyone feels like they are heard and seen, and they can come to the table.”

Our past Seen and Heard sessions include:

- Black History Month
- Hispanic Heritage Month
- Vaccination Information, Education and Incentive Campaign
- Working Families
- Asian Pacific American Heritage Month (APAHM)
- Valuing Diversity to Create an Inclusive Environment
- Women in the Workplace
- Allyship in Action

“One thing is true about Delta, when you look at our workforce, there is enormous diversity.”

– Chief Operations Officer, Roy Gilbert