

OSCAR HEALTH, INC.

Diversity, Inclusion & Belonging Report

oscar



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A Letter from CEO Mario Schlosser

We founded Oscar because we saw the clear systemic flaws in the American health care system. Flaws that made it too expensive and too inconvenient for far too many Americans to obtain quality health care. And we have seen that those barriers to care are worsened by both the conscious and unconscious biases that divide us.

One of our company's values is "Be Transparent." We take pride in being transparent with our members, and we owe the same to our employees and stakeholders.

We recognize the importance of diversity, inclusion, and belonging efforts in the workplace. We believe that having a diverse employee base will empower our community, drive better business outcomes, and ultimately allow us to better serve our members.

To that end, we have developed Oscar's inaugural Diversity, Inclusion and Belonging report, providing objective analytics that

set a baseline for our company and fuel our commitment to being a more diverse and inclusive employer and health care company.

As a company, our employees come from a wide range of backgrounds and historically underrepresented peoples have representation at Oscar. Hiring trends in leadership show that we are making progress towards ensuring that decision makers at the highest levels of our company reflect our diverse world. We know the work does not stop there, and we will continue the important work to realize our goal of being a more equitable and representative health company.

- The report demonstrates increases in employee and leadership diversity by both gender and ethnicity year over year since 2017.
- Today, Oscar is a majority female company and female representation reached an all-time high thanks to new hires in 2020.

- New hires are from underrepresented populations and we are steadily growing a community of Black, Latinx, and Asian employees.
- Growth in ethnic and gender diversity at the employee level is outpacing the growth in ethnic and gender diversity of our leadership team. While we are challenged to do better, we are trending towards our goal, with 2020 numbers showing that our leadership team is the most diverse since 2017.

In 2020, we focused on ensuring that employees have a welcoming, open environment where they can express themselves freely, where our leadership is making decisions informed by a broad spectrum of lived experiences, and where we are acting as a positive force for justice and equity in the communities that we serve.

As we grow, we are putting intentional focus on a commitment to diversity, inclusion and belonging: the way we hire, the work

environment we create, and the products and services we offer to our members, ensuring that each of them is able to get the care they need and deserve in an accessible and equitable way.

This report represents just the start of our public commitment to building a company that reflects the values of diversity, inclusion and belonging. We are building a community that represents a broad spectrum of racial, ethnic, and gender experiences, but there is more to be done. We welcome each of you - our employees, our peers and our members - as partners on this journey. The work of building a more equitable and fair health system, workplace and society requires us to hold each other accountable, demand transparency and engage in critical dialogue that challenges us all to do better.

Mario Schlosser,
CEO & Co-Founder

Employment Data and Trends

Introduction

Oscar has grounded this report in an analysis of our employee demographic data from January 2017 through December 2020. This data looks at demographic trends among Oscar employees including:

- Gender Identity*
- Race/Ethnicity
- Age

We also performed a comparative analysis of employee demographics in the context of similarly sized technology-driven and health insurance industry companies to provide a benchmark to help identify where we outpace or fall behind our peers.

Oscar is both a technology company and an insurance company, so we benchmark ourselves against the most recent Equal Employment Opportunity Commission (EEOC) Tech and Insurance industry findings, which are from 2018. The EEOC advances opportunity in the workplace by enforcing federal laws prohibiting employment discrimination and these industry-specific reports are the gold standard for employment data across insurance and technology companies in the United States.



Disclaimers

* At this time, the number of exempt employees (EEs) who self-identify as non-binary is too small for us to report on (n=>10).

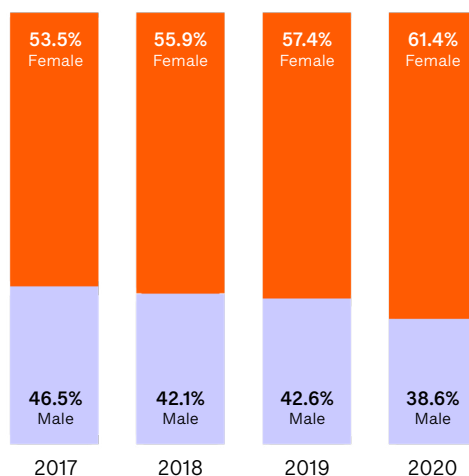
Company-wide

Oscar is a majority female company and female representation reached an all-time high thanks to new hires in 2020, continuing an upward trend since 2017.

Annual Representation: Gender Identity

Female representation is at an all-time high

Nearly **70%** of females at Oscar are at L1-L3*

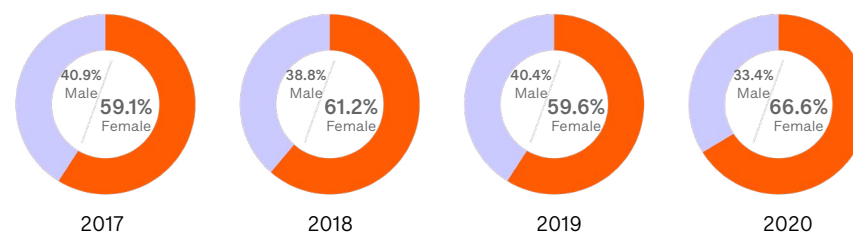


Oscar welcomes and celebrates all gender identities including our transgender and non-binary friends and colleagues. For the purposes of this report, we looked at all of our employees regardless of gender identity, but as only a very small percentage of Oscar's employees are non-binary, they are not represented in the charts within this section.

We are working to ensure our data collection methods capture all gender identities at Oscar and will be including these in future reports.

Annual Hiring by Gender Identity

Female hiring rates are the highest they've ever been since we began tracking this data and represent the majority hires at all but two job levels at Oscar (L7-L8 are majority male).



Gender Identity Benchmark

Company-wide	Oscar 2020	Insurance 2018 Benchmark	Tech 2018 Benchmark ¹
Male	38.6%	36.3%	57.5%
Female	61.4%	63.7%	42.5%

* Levels refer to Oscar's competency framework. The Oscar competency framework was developed to set clear performance level delineation (correlated with salary and title), with description of expected performance at such level. L1-L3 refer to junior positions while L7-L8 are more senior positions.

¹Benchmark data sourced from <https://www.eeoc.gov/>

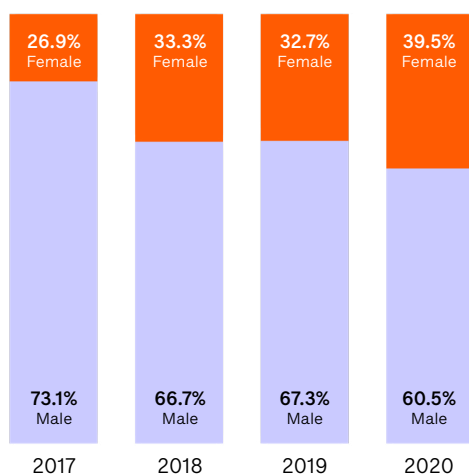
Leadership

Oscar has seen a 13% increase in female representation in leadership roles since 2017. In 2020, we made significant progress increasing representation of females in leadership by 7 percentage points. We continue to move towards full gender equality in our leadership team and are confident that this trend towards more representation will continue.

Annual Representation: Directors+ (Senior Leaders)

FY2020 Hiring rates for females at Directors+ roles is **50%**

40 Directors+ hires
FY2020 compared to
29 full-year 2019



Gender Identity Benchmark

Leadership	Oscar 2020	Insurance 2018 Benchmark	Tech 2018 Benchmark
● Male	60.5%	65.5%	75.4%
● Female	39.5%	34.5%	24.6%

According to Equal Employment Opportunity Commission (EEOC) 2018 benchmarks, among companies within the insurance sector, 65.5% of leadership identify as male, while females make up around 34.5%. Within technology companies, males make up about 75% of all leadership, while only a quarter are female.

Oscar is proud to be on par with many of our peers in the health space and notably ahead of many technology companies, where female voices are too often underrepresented.

Company-wide

Across Oscar, we have a significantly diverse employee base, achieving a majority-BIPOC workforce in 2020 that represents a broad spectrum of ethnic and racial backgrounds and experiences. This has been the result of increased hiring of candidates from underrepresented groups over recent years, resulting in a steadily growing community of Black, Latinx, and Asian employees at Oscar.

● Asian
 ● Black
 ● Latinx
 ● Native American or Alaskan Native
 ● Pacific Islander
 ● Two + races
 ● White

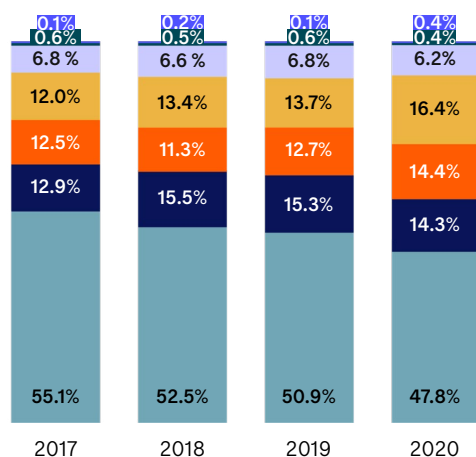
Annual Representation by Ethnicity Company-Wide*

Representation changes since 2017:

Asian: +1%
 Black: +2%
 Latinx: +4%
 Two or more: -1%

Concentration across the business as of 2020:

Asian: 45% are in Tech
 Black: 78% are in Operations
 Latinx: 78% are in Operations
 Two or more: 72% are in Operations
 White: 57% are in Operations



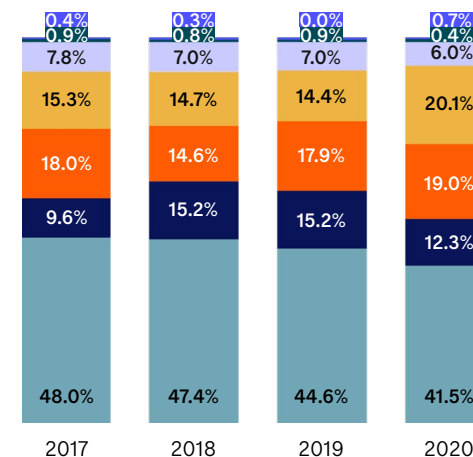
Ethnicity Benchmark

Company-wide	Oscar 2020	Insurance 2018 Benchmark	Tech EEOC 2018 Benchmark
Asian	14.3%	6.1%	13.5%
Black	14.4%	14.5%	9.3%
Latinx	16.4%	9.1%	8.1%
Native American or Alaskan Native	0.4%	0.4%	0.4%
Pacific Islander	0.4%	0.3%	0.3%
Two or more Races	6.2%	2.1%	2.4%
White	47.8%	67.5%	66.0%

Annual Hiring by Ethnicity

2020 was the most ethnically diverse cohort Oscar has hired since we began tracking this data.

The Latinx population, in particular, increased by 6% from 2019 to 2020.



*At Oscar we have employees who identify as South Asian, Southeast Asian, Middle Eastern, and Other. These populations currently account for a small percentage at our company. For the purposes of this report and to benchmark ourselves, we have mirrored categories reflected by EEOC ethnic categorizations.

Leadership

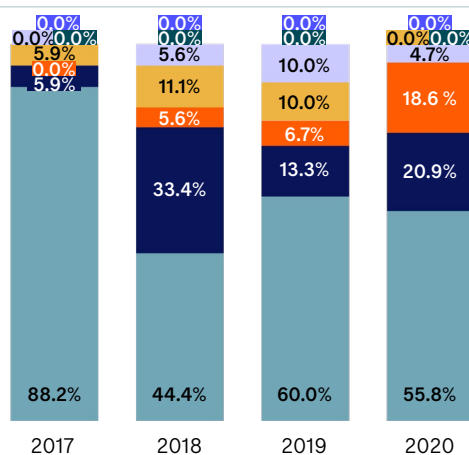
The representation of BIPOC groups within Oscar has been increasing steadily since 2017, with increased Black and Latinx representation in the leadership ranks. In 2020, our leadership ranks were the most diverse since we began measuring this data. Specifically, representation of Black employees in leadership roles has more than doubled since 2019.

● Asian
 ● Black
 ● Latinx
 ● Native American or Alaskan Native
 ● Pacific Islander
 ● Two + races
 ● White

Annual Hiring by Ethnicity: Director +

Ethnic Diversity in leadership hiring **increased to 44%** in 2020 from 40% in 2019

We did not hire any Latinx employees at Director+ in 2020



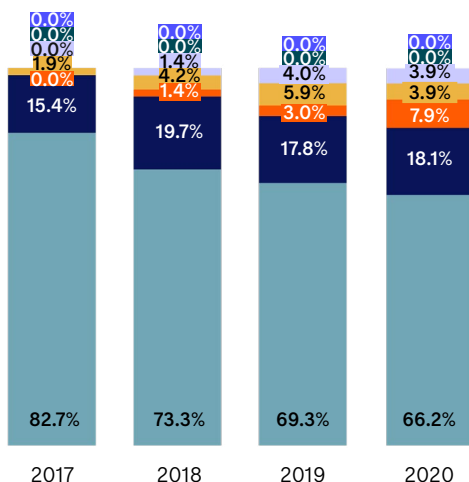
Annual Representation by Ethnicity: Directors+

Representation changes since 2017:

Latinx: +2%
 Asian: +3%
 Black: +8%
 Two or more: +4%

Representation Trends 2019 - 2020:

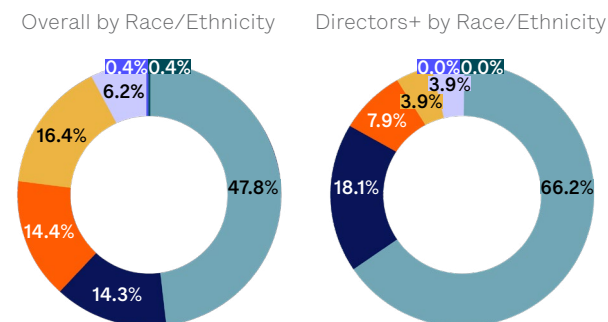
Black: +5%
 Latinx: -2%



Overview: 2020 Representation by Ethnicity

Overall ethnic diversity has **increased to 52.1%** in 2020 from 49.2% in 2019

Ethnic diversity in leadership has **increased to 33.8%** in 2020 from 30.7% in 2019



In both technology and non-technology aligned roles, Oscar maintains a diverse employee base, with significantly higher BIPOC representation in both our technology and health care workforces when compared with peers in those industries.

Ethnicity Benchmark

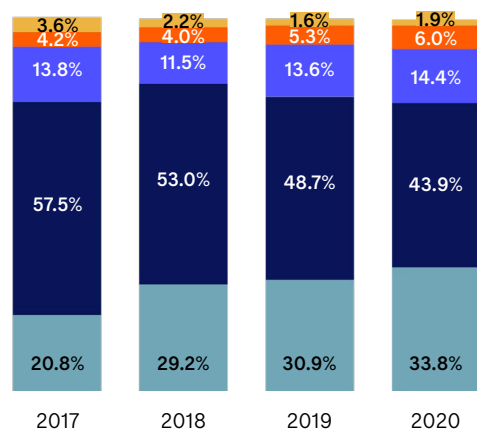
Leadership	Oscar 2020	Insurance 2018 Benchmark	Tech 2018 Benchmark
Asian	18.1%	5.0%	10.3%
Black	7.9%	3.3%	1.9%
Latinx	3.9%	3.4%	3.5%
Native American or Alaskan Native	0.0%	0.2%	0.0%
Pacific Islander	0.0%	0.2%	0.0%
Two or more Races	3.9%	0.8%	1.4%
White	66.2%	87.2%	82.9%

Company-wide

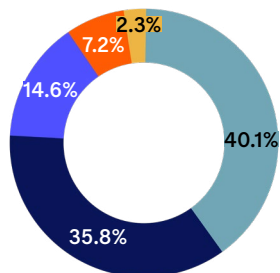
Throughout Oscar, our staff is increasingly younger, with growth leading to additional junior staff roles which do trend towards a younger demographic. In the graphs below, "y/o" refers to "years old".

18-29 y/o 30-39 y/o 40-49 y/o 50-59 y/o 60+ y/o

Company-wide Representation by Age



Company-wide Hiring by Age 2020

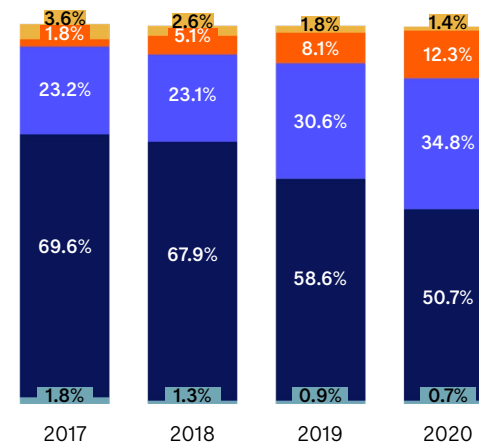


Leadership

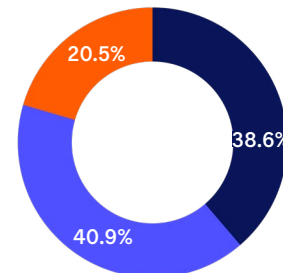
Our Oscar leaders have backgrounds in technology, health care, data science, policy, and beyond. Even with this diversity, each leader is driven with the same passion for refactoring health care. Since our founding, we have recognized the importance of the collective experience held by our leadership team. Today, the majority of our employees across various levels of management — up through our Senior Management Team — are in their 30s.

18-29 y/o 30-39 y/o 40-49 y/o 50-59 y/o 60+ y/o

Leadership Representation by Age



Leadership Hiring by Age 2020



2020 and Our Responsibility to Support Social Justice

Building a Framework for Equity and Justice

We want Oscar to always be a positive force for justice and equity and that means adding our voice to important and difficult conversations about repairing systemic issues that still cause pain and hurt. In 2020, Oscar made sure its voice was heard when the communities that we serve - and that so many of our employees represent - faced trauma, anger and sadness in a uniquely challenging year.

- We joined the chorus of voices speaking out against police brutality and the unjust deaths of people of color at the hand of law enforcement.
- We mourned the passing of Supreme Court Justice Ruth Bader Ginsberg and celebrated her long-standing commitment to justice and social progress.
- We stood beside our LGBTQ friends, family members, and coworkers to recognize Pride Month, in a year where the parades and gatherings went quiet in the face of a global health crisis.



The progress we've made, and the fact that we're here, achieving this goal of publishing our first ever DI&B report, is a testament to everyone at Oscar.

-Jason, People



Our goal is to leverage our technology and the talent of the Oscar team to build tools, and programs that push the health care industry as a whole to improve how it treats those who have been forgotten for far too long.

-Tamara, Market P&L



We want to introduce ourselves to the world, get feedback and inspire other companies to think about working their magic.

-LaToya, People

But we know that statements are not enough and that **we must take action and listen to be true forces for social justice**. We have done some of that work already - and are building on our progress to further our mission of making a healthier life accessible and affordable for all:

- **Cultivating Diverse Perspectives to Drive Corporate Governance:** We are proud that our Board of Directors reflects the diversity of the Oscar workforce, the world we live in and the members we serve - not only aware of the challenges of social justice but inclusive of those with the lived experience to understand them on a deeper level.
- **Giving Employees a Louder Voice:** In 2020, we took additional steps to make sure that all of our employees had an opportunity to be heard and listened to, conducting listening sessions and roundtables where our employees of color were able to speak directly with Oscar leadership, including our CEO. These sessions were facilitated by Melanin, one of our 9 employee resource groups (ERG) to inform the way we evolve our business, support our employees and think critically about health issues. We are continuing to grow these spaces and encourage programming for our community through ERGs, where employees with shared experiences and identities can come together to foster diversity and inclusion.
- **Forming an Internal DI&B Task Force:** In June 2020, we launched a DI&B Task Force to identify opportunities and address DI&B challenges impacting Oscar employees and members. This task force ran through December 2020 and led to the development of several key initiatives which have been resourced and prioritized as ongoing work streams in 2021. These include the DI&B Hackathon led by Engineering; our Culturally Competent Care Pilot; racial trauma training for member-facing employees; and a cross-functional effort to increase member data collection.
- **Creating a Culturally Competent Care Grant:** At Oscar, we strive to make care more accessible in the communities we serve, and as part of this work we are committed to addressing the lack of representation of minorities in medicine, which contributes to negative health outcomes in minority communities. We are helping to reinforce health care infrastructure in underserved communities by launching a Culturally Competent Care Grant program offering financial support and building relationships with organizations that are increasing access to care for underserved Communities of Color.

- **Growing Our Insights into Disparities and Systemic Bias in Health Care:** We know that the health care space is deeply affected by age, race, gender, class, and geographic conditions. As part of our DI&B commitment, we partnered with Consumer Insights to survey our members to better understand how their health care experience has related to their social determinants of health. This information will be invaluable in helping us provide members with the support they need and deserve and we look forward to sharing the results of this survey later this year.

Member feedback will also be collected through pilots managed by cross-collaborative workstreams, aiming to understand individual experiences from a culturally competent care perspective. These pilots will explore themes such as shared decision-making, equitable treatment, and advocacy.

Additionally, we are working with our Product team to ensure that our existing experience meet the needs of our diverse membership. We are currently updating our member onboarding process to include new fields related to individual members' gender identity, gender assigned at birth, pronouns, and preferred names, and ensuring that member-facing employees are equipped with this information when communicating with members. We are also seeking to expand our network to include culturally competent providers that can serve diverse member populations.



It's been exciting to see how many of our colleagues wanted to be a part of our Latinx community, Hola Oscar.

-Eder, Care Delivery



The Asian American and Pacific Islander community has continued to thrive, grow, and enrich the beautiful tapestry of American culture and discourse. Oscar is in the process of forming an AAPI ERG.

-Jing, Insurance



I knew Oscar's culture was for me, when a year into the pandemic I still had strong relationships with my coworkers.

-Mo, Operations

Our Vision for the Future

Doing the Work

While we acknowledge the consistent progress we are making in our company diversity, inclusion, and belonging efforts, we also recognize that we cannot be satisfied with incremental change and must strive for acute and meaningful action.

For our employees, that means new commitments to diversity in our hiring and recruiting practices – ensuring that we look at and consider candidates from as many demographic backgrounds as possible before making hiring decisions. And once hired, we must guarantee an environment in which all people feel welcomed, included, and confident in expressing who they are.

We are proud of the progress we have made in creating a diverse, welcoming and fair workplace – outpacing legacy companies in tech and health care by ensuring that diversity and equity are part of our foundational DNA at Oscar. But we also know that we must always be transparent and stay accountable to our members, our peers, our investors and our own employees. We believe that we are starting from a strong baseline, with room to grow and improve alongside the ever-evolving dialogue around correcting systemic and historical ills. We hope you will continue to follow our journey to create a better, fairer health system and workplace.



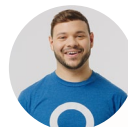
The Intergenerational@ ERG has taught me about the power of people from different ages working together to make changes and support one another.

-Patricia, Care Delivery



I joined Melanin leadership to help push forward an important agenda of progressing the Black community, both within and outside of Oscar. Being part of Melanin has made me feel more connected to the Oscar community as a whole, but also to our mission of making a healthier life accessible for all.

-Herry, Product



Oscar's culture has been the main reason that I've decided to stay at this company for over five years.

-Teddy, Engineering

Oscar's DI&B Lexicon

Key Terms

Accessibility: The ability to obtain and use goods and services within reasonable reach of those who need them.

Belonging: The feeling that an individual can be themselves and express their full identity without judgment within a space or organization.

Bias: Prejudice caused by the conscious or unconscious tendency to see differences between groups of people.

Diversity: The wide range of differences between individuals and social groups, including but not limited to race, gender, sexual preference, class, class, religion, nationality, and physical or mental ability.

Equity: Fair treatment, access, opportunity, and advancement for all that acknowledges existing and historic barriers that have disadvantaged some groups and takes proactive steps to remedy these injustices.

Inclusion: The process of making people of all backgrounds feel valued, welcomed, and heard within a space or organization.

Population Health: Health outcomes within a distinct group of individuals.

Social Determinants of Health: Conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.

Systemic: Embedded within a system or society as a “normal” and often unremarked upon practice.



