



Centene Corporation, a Fortune 25 company, is a leading multinational healthcare enterprise that is committed to helping people live healthier lives.

The company takes a local approach — with local brands and local teams — to provide fully integrated, high-quality, and cost-effective services to government-sponsored and commercial healthcare programs, focusing on underinsured and uninsured individuals. Centene offers affordable and high-quality products to nearly 1 in 15 individuals across the nation, including Medicaid and Medicare members (including those on Medicare Prescription Drug Plans) as well as individuals and families served by the Health Insurance Marketplace, the TRICARE program, and individuals in correctional facilities. The company also serves several international markets and contracts with other healthcare and commercial organizations to provide a variety of specialty services focused on treating the whole person. Centene focuses on long-term growth and value creation as well as the development of its people, systems, and capabilities so that it can better serve its members, providers, local communities, and government partners.

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SARAH LONDON
Chief Executive Officer

LETTER FROM THE CHIEF EXECUTIVE OFFICER

At Centene, corporate sustainability is defined by our environmental, social, health, and governance — ESHG — strategic framework. As an extension of our longtime commitment to helping people live healthier lives, our ESHG capabilities are rooted in Centene’s nearly four decades of experience in helping shape the wellness of the communities where our members and employees live and thrive.

Our goal of achieving an equitable society and sustainable world begins with a strategy that informs how we protect and nurture our environment, as well as how we collaborate with partners to remove health and social barriers in underserved communities. With each initiative, our work is supported by strong corporate governance and the secure and responsible management of information and data.

Through its Environmental and Social Responsibility Committee, the Centene Board of Directors provides oversight of ESHG matters. The importance of Centene’s corporate sustainability goals and initiatives drove the establishment of an executive-level ESHG Work Group that provides a collaborative environment for leaders across the enterprise to advance our ESHG strategy at every level of the organization.

As a purpose-driven company, Centene has long believed improving health outcomes of individuals and families requires that we also address the nonmedical factors that impact their lives. Centene’s local approach provides our state-based health plans with a clear line of sight into the social determinants of health that uniquely impact each community we serve. Through strategic partnerships, we’re able to establish evidence-based programs that address food insecurity, housing instability, education equity, homelessness, unemployment, lack of transportation, and access to healthcare, among other challenges.

Centene’s role in helping improve climate resiliency is a priority. The rising threat of climate-related disasters and extreme weather events impacts us all, but for those living in underserved communities, the impacts can further exacerbate underlying inequities and threats to quality of life. To further advance our work around climate-related risks, Centene formed a Climate Change Task Force, composed of organizational leaders who identify climate-related issues that impact our business and members, including the reporting of climate and environmental risks, and determining mitigations.

At Centene, we understand that our diverse workforce enhances our ability to provide innovative and thoughtful health solutions for our members. Since our founding, we've held the belief that a diverse, equitable, and inclusive workforce brings out the best in all of us, and our leadership, organization, and culture reflect this core value. Of our domestic workforce, 76% are women, with 65% of supervisory positions held by women. Forty-eight percent of our employees identify as people of color, and 10% of our workforce identify as having a disability.

As a leader in government-sponsored healthcare, Centene is in a unique position to address the environmental, social, and health barriers that impact our most vulnerable populations. Supported by a culture of sound corporate governance, our commitment to the secure and responsible management of information and data is strong. We remain a solutions-oriented partner committed to addressing some of the world's most complex and systemic issues. Centene looks forward to sharing more about our progress and our commitment to delivering long-term value through our ESHG initiatives.

Sarah London

SARAH LONDON
Chief Executive Officer



LETTER FROM THE ACTING CHAIRMAN OF THE BOARD

Centene's focus on environmental, social, and corporate governance (ESG) issues is foundational to our mission as a company. Indeed, as chair of the Centene Board of Directors' Environmental and Social Responsibility Committee, I see firsthand the work being done to ensure that issues of environmental and social importance are centered in the development of our organization's strategic plan.

This report underlines the emphasis Centene places on ESG topics, including our fundamental focus on health, specifically healthcare access, quality, and affordability, which are central to supporting Centene's purpose and to ensuring the best possible health outcomes for those we serve.

Centene, which has been a member of the World Economic Forum for more than a decade, has long been at the forefront of the conversation about how social and environmental factors can impact health and healthcare access. The same is true around issues of diversity, equity, and inclusion. They have been keys to not only growing a diverse workforce and leadership but also in how we think about improving the health of the members we serve.

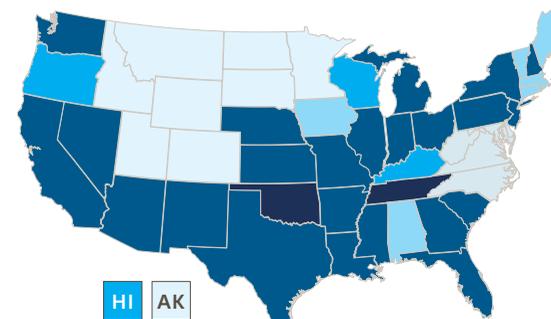
As Acting Chairman of the Board of Centene, I am proud of the information highlighted in this report and the story it tells about the organization's positive impact on environmental, social, health, and governance issues — for our members and for the communities we serve.

JAMES DALLAS
Acting Chairman of the Board

ABOUT CENTENE

Centene offers a comprehensive portfolio of health solutions to more than 26 million members across the U.S. and in our international markets. We believe in a local approach to delivering culturally sensitive healthcare that helps our members get healthy and stay healthy. As the industry leader in government-sponsored healthcare, we envision a future where individuals, families, communities, and healthcare are connected in ways never before imagined across the globe. At Centene, we are transforming the health of the community, one person at a time.

26.0M U.S. MANAGED CARE MEMBERS



Leading government-sponsored healthcare across the United States.

- Health plan operations
- Medicaid or Medicare
- Medicaid and Medicare
- Medicaid, Medicare, and Marketplace
- Medicare and Marketplace



Centene has been selected as one of FORTUNE's World's Most Admired Companies® for the third consecutive year in the Insurance and Managed Care industry category. Senior executives, directors, and analysts rated enterprises within their own industries and evaluated them on nine criteria, from investment value and quality of management and products to social responsibility and ability to attract talent.



Centene is on DiversityInc's 2021 list of the nation's top companies that hire, retain, and promote women, minorities, people with disabilities, LGBTQ+ employees, and veterans. The DiversityInc survey is the most comprehensive, data-driven diversity and inclusion analysis of some of the largest U.S. employers.



The Human Rights Campaign recognizes companies that have continued to advance vital workplace protections for LGBTQ+ employees around the world. Centene is among companies that achieved a top score for LGBTQ+ - inclusive workplace policies in 2021.



Centene has been included in Bloomberg's 2021 Gender-Equality Index (GEI), which lists companies recognized as global leaders in advancing women in the workplace. The GEI is designed to spotlight companies that have made strong commitments to gender equality through policy development, representation, and transparency.

SERVING
1 in 15
AMERICANS



Centene operates internationally through subsidiaries and investments in the UK, Spain, and Central Europe.

1.3M
Medicare Members
Across 36 States

15.0M
Medicaid Members
Across 29 States

4.1M
Prescription Drug
Plan Members
Across 50 States

2.1M
Marketplace Members
Across 27 States

#24 FORTUNE 500® (2021)

#57 FORTUNE GLOBAL 500® (2021)

74,000+ DIVERSE AND DEDICATED EMPLOYEES

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ENVIRONMENTAL, SOCIAL, HEALTH, AND GOVERNANCE FRAMEWORK

Since its founding as a single local healthcare plan in 1984, Centene has been focused on the health of the communities we serve. In alignment with our purpose of transforming the health of the community, one person at a time, we continue to center around the principles upon which our company was founded: focus on the individual, commitment to whole health, and active local involvement. These pillars shape our focus on the environment, the health and social well-being of our communities, and our culture of ethics and governance.

At Centene, we include “Health” as a key component of our Environmental, Social, and Governance (ESG) strategy. Our ESHG strategic framework expresses Centene’s commitments to Protect Our Planet, Serve Our Communities, Cultivate Healthier Lives, and Live Our Values, while identifying 16 key business areas essential to our success.

PROTECTING OUR PLANET

-  Environmental Impacts on Health
-  Environmental Sustainability

SERVING OUR COMMUNITIES

-  Community Outreach
-  Employee Partnership and Development
-  Diversity, Equity and Inclusion
-  Community Investment
-  Community Engagement
-  Employee Health and Well-Being

CULTIVATING HEALTHIER LIVES

-  Healthcare Quality
-  Healthcare Affordability
-  Healthcare Access
-  Research and Development
-  Public Policy

LIVING OUR VALUES

-  Ethics and Compliance
-  Governance and Accountability
-  Data Privacy and Security

Notable Themes in This Year’s Report:

- :: Throughout the report, we have highlighted the relevant ESHG topics for each section by using the associated icons above.
- :: As our value chain has a meaningful impact on advancing our ESHG goals, we have added more information regarding our supply chain, including the supply chain process, risk management, and linkages to our ESHG topics and strategy.
- :: In this year’s report, we identify numerous ways in which we are furthering achievement of the United Nations Sustainable Development Goals (UN SDGs) and are excited to communicate these to our audience.

The period of coverage for this report is January 1 through December 31, 2021, and performance data includes combined data for Centene Corporation and its subsidiaries unless otherwise noted.

ESG ASSESSMENT

In 2020, Centene completed an ESG assessment to prioritize our ESHG topics, which included industry and peer group analysis, as well as executive interviews, while taking care to align our approach with our business strategy and long-term planning. The topics identified represent the areas where we believe we can make the most meaningful impact on environmental, social, and health issues, as well as our governance around those topics. In 2021, we published comprehensive information on our corporate website that centers on our ESG commitments. This information can be found at <https://www.centene.com/why-were-different/corporate-sustainability.html> and <https://investors.centene.com/esg>.

Through continuous improvement efforts, two of our topics have been adapted to better recognize Centene’s current activities. As conversations on social justice resonated across the U.S. during the last two years, we have continued to focus on advancing diversity, equity, and inclusion across our business. As such, we have updated the name of this area from **Diversity and Inclusion** to **Diversity, Equity and Inclusion** in order to more accurately reflect the scope of this critical work. Additionally, we updated our **Volunteerism** topic to **Community Engagement** to reflect the impact our employees make through community service to nonprofit partners and by performing net positive actions that benefit society as a whole.

STAKEHOLDER ENGAGEMENT

Centene engages with a diverse group of stakeholders throughout the year to inform and execute our ESHG strategy.

Stockholders:

We engage with our stockholders via healthcare investor conferences, investor days, our Annual Review, 10-K, and annual meeting of stockholders in order to ensure we focus our ESHG efforts appropriately and increase transparency in reporting.

Policy makers:

Centene participates in public policy activities that have the potential to improve the access and delivery of healthcare, and affect our business, employees, and the communities in which we operate.

Employees:

Centene recently began the process of engaging our employees through the creation of an Environmental Employee Engagement Group (EEEG) Steering Committee. The EEEG Steering Committee has developed programming for 2022 to promote employee awareness, provide employee education, and support community engagement on environmental sustainability issues.

Suppliers:

We engage with our suppliers throughout the procurement process to ensure adequate data privacy and protection protocols are in place to safeguard data. We have also recently enhanced our Request for Proposal and Master Service Agreement to include language requiring diverse subcontractor reporting. Planning is underway to implement more formalized surveys to assess our supply chain’s sustainability risks and measures.

BOARD OF DIRECTORS

Sarah M. London
Chief Executive Officer

Orlando Ayala*
Retired Chairman and Corporate Vice President of Emerging Businesses for Microsoft Corporation

Jessica I. Blume
Retired Vice Chairman of Deloitte LLP

Kenneth Burdick
Retired Executive Vice President of Products and Markets of Centene Corporation; Former Chief Executive Officer of WellCare Health Plans, Inc.

Christopher Coughlin
Former Executive Vice President and Chief Financial Officer of Tyco International, Ltd.

H. James Dallas*
Acting Chairman of Centene Corporation; Retired Senior Vice President and Chief Information Officer of Medtronic

Wayne DeVeydt
Executive Chairman of the Board of Surgery Partners, Inc.

Frederick H. Eppinger*
President and Chief Executive Officer of Stewart Title Guaranty Company

Richard A. Gephardt*
Chief Executive Officer and President of Gephardt Group, LLC; Former Majority Leader of the U.S. House of Representatives

Leslie V. Norwalk*
Strategic Counsel to Epstein Becker & Green, P.C., EBG Advisors, Inc. and National Health Advisors

Lori J. Robinson*
Retired United States Air Force General

Theodore Samuels*
Retired President of Capital Guardian Trust Company

William Trubeck
Retired Chief Financial Officer, Director, and Executive Vice President of YRC Worldwide; Retired Executive Vice President and Chief Financial Officer of H&R Block

*Member of the Environmental and Social Responsibility Committee

CENTENE'S ESHG LEADERSHIP

Centene's multifaceted approach to oversight of sustainability matters includes oversight provided by the Environmental and Social Responsibility Committee of Centene's Board of Directors, chaired by James Dallas, with Orlando Ayala, Frederick H. Eppinger, Richard A. Gephardt, Leslie V. Norwalk, Lori J. Robinson, and Theodore Samuels serving as committee members.

Management Oversight Committee (MOC)

The MOC is a cross-functional governance group chaired by the CEO and composed of members of the executive leadership team. The MOC assists the board in its oversight responsibilities for risk management and oversees the process used to identify, assess, respond to, and report on risk issues, including climate-related and environmental issues.



ENVIRONMENTAL, SOCIAL, HEALTH, AND GOVERNANCE WORK GROUP

In 2020, Centene, established an internal work group composed of senior leadership representatives from both corporate functional areas and business units to advance Centene's ESHG strategy.

- | | |
|----------------------------------|------------------------|
| Business Operations | Human Resources |
| Community Outreach | Information Technology |
| Compliance | Internal Audit |
| Corporate Communications | International Business |
| Corporate Strategy | Investor Relations |
| Diversity, Equity, and Inclusion | Legal |
| Facilities | Population Health |
| Finance | Procurement |
| Government Relations | Public Affairs |
| Health Plans | Risk Management |

A GLOBAL VISION

Centene actively partners with international organizations including the United Nations and the World Economic Forum to help the world meet increasingly complex and interrelated challenges. We recognize that participating in global initiatives is critical to our mission to transform the health of our local communities. This includes our support of the World Economic Forum's Global Healthcare Initiatives and its Young Global Leaders program. Senior Vice President and Chief Operating Officer of International Arvan Chan was selected as one of the 2021 honorees to mobilize other leaders and accelerate impact. This program seeks to bring together exceptional civic and business innovators, entrepreneurs, technology pioneers, educators, and more, with a common goal of creating a more inclusive and sustainable future.

Centene Corporation is a participant in the United Nations Global Compact (UNGC), which promulgates a set of 10 principles focused on the areas of human rights, labor, environment, and anti-corruption. We are committed to embodying these principles and have published a report on our progress at the following link: <https://www.centene.com/content/dam/centenedotcom/documents/UN-Global-Compact-COP-Index-2021.pdf>

Centene is also a signatory to the UN Women's Empowerment Principles, which offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace, and community. Chief Administrative Officer Shannon Bagley spoke at the 2021 Reykjavik Global Forum, and Regional Vice President of Diversity, Equity and Inclusion Erika McConduit is a member of both the World Economic Forum Community of Chief Diversity and Inclusion Officers and the World 50 I&D Impact Community.

Centene is proud to be one of the 16 founding signatories to the Ethical Principles in Health Care (EPIHC), established in 2019 by the International Finance Corporation and the World Bank. Currently, over 175 signatories support the EPIHC, consisting of 10 principles set forth to help the private sector of developing countries build transparent and resilient operating systems that meet the highest ethical standards.



In support of



WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2016, the United Nations presented a set of Sustainable Development Goals (SDGs) that exemplify a shared global vision to transform the world by ending poverty, rescuing the planet, and establishing peace and prosperity, now and into the future. The following goals closely align with Centene's purpose and serve as a cornerstone of our ESHG strategic framework. For further information on SDGs, please see page 25.



PROTECTING OUR PLANET

We know the well-being of our planet is vital to the health of our members, employees, and the communities in which we operate. Our commitment to good stewardship of the Earth extends to investments today that will deliver health benefits over the coming years. Climate-related risks particularly impact vulnerable populations, the same individuals whom we primarily serve. Poor health and limited access to fresh food and reliable transportation are significant challenges for many of our members and are only exacerbated by environmental and climate impacts. Life-threatening weather events have the potential to displace thousands, especially those already without safe housing, and poor air quality negatively impacts those with respiratory diseases such as asthma. For these reasons, we are committed to transformational change in our business to reduce environmental health risks and aspire to lead government agencies and communities in achieving resilient and livable futures for all.



CLIMATE CHANGE

Understanding the risks of climate change and addressing its impacts are critical to ensuring we support a healthier environment for our members, our communities, and our world — now and for generations to come. To further advance our work around climate-related risks, the Climate Change Task Force (CCTF) was formed, consisting of organizational leaders with specific knowledge related to climate-related business considerations. The CCTF meets as needed to identify climate-related issues, outline climate change scenarios, assess transition and physical factors, and determine mitigation actions.

In 2021, Centene issued its inaugural Task Force on Climate-related Financial Disclosures (TCFD) Report. The report follows TCFD guidance and includes discussions about our governance structure, strategy, risks and opportunities, and metrics related to managing climate change. Our risk management capabilities were leveraged to identify the impacts of climate change under two warming scenarios and to conduct an assessment of climate-related risks and opportunities to our business.

Centene's 2021 TCFD Report can be accessed here: https://www.centene.com/content/dam/centenedotcom/documents/CNC_TCFDReporting_082021_508.pdf

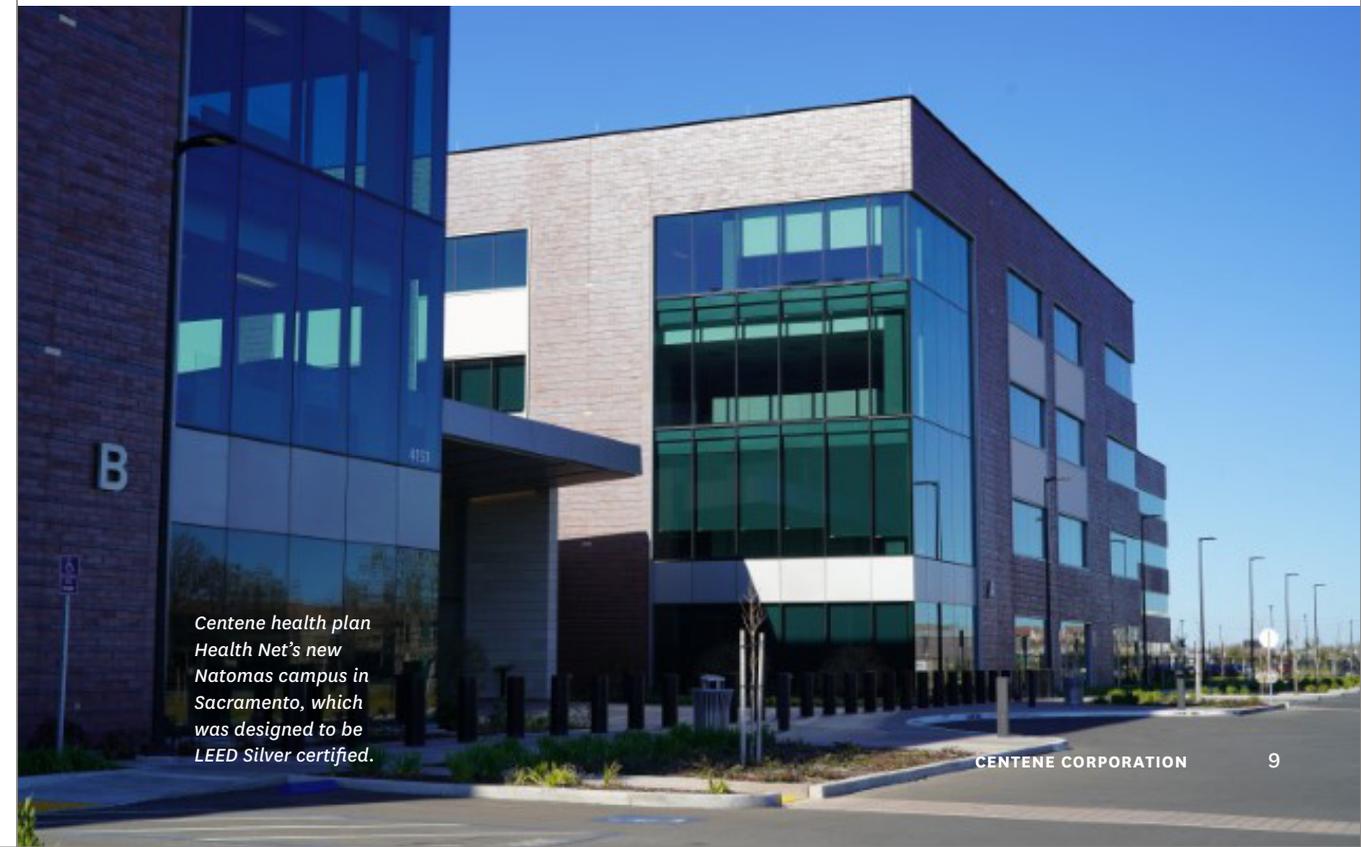


ENERGY AND EMISSIONS REDUCTION

Environmental sustainability is a large part of Centene's day-to-day business operations. We pursue opportunities to minimize our energy usage, notably in our energy-efficient buildings.

Our LEED Gold- and Silver-certified campuses are designed to promote environmental health and employee well-being. Our global headquarters in St. Louis features two LEED Gold-certified buildings with more than 3,000 square feet of native plantings and 36,000 square feet of green roof, decreasing energy consumption, reducing stormwater runoff, and mitigating the urban "heat island" effect. Our Sacramento campus offers programs to provide user-friendly access to carpools and alternative transportation and was designed to be LEED Silver certified. It offers on-site electric vehicle charging stations, energy-efficient lighting, and HVAC systems that reduce energy consumption by 17% compared to standard systems.

We are currently calculating our scope 3 emissions and will work to reduce those emissions through approaches such as partnering with our suppliers to ensure sustainability goals are in place, examining business travel practices, and assessing the impact of employee commuting. Please refer to our TCFD Report for scope 1 and scope 2 emissions.



Centene health plan Health Net's new Natomas campus in Sacramento, which was designed to be LEED Silver certified.



WATER-EFFICIENT TECHNOLOGIES AND PRACTICES

Water risk is heightened in certain parts of the globe, and our operations and investments in Spain are impacted by water insecurity in that region. To do our part in saving water and decreasing water risk in Spain, Centene's Ribera Salud subsidiary has deployed water-reduction strategies such as changing atomizers in the water taps, hourly automatic control of irrigation, installation of a water meter to monitor consumption in specific areas, and replacement of conventional flush cisterns with double flush in all public toilets. Additionally, our Sacramento headquarters in California utilizes low-flush and low-flow fixtures to reduce indoor water use by 41% compared to standard fixtures, and our St. Louis headquarters utilizes double-flush and automatic-flush toilets.



WASTE REDUCTION AND RECYCLING PROGRAMS

To reduce the quantity of waste we generate, we have implemented recycling and waste management and encourage employees to reduce, reuse, and recycle throughout our facilities. In partnership with Guckenheimer, Centene's café food service provider, each Centene café uses a full line of eco-friendly plates and utensils that are reusable or 100% compostable. Guckenheimer also uses eco-effective systems to convert waste into renewable resources, such as turning food scraps into compost for local farms and converting cooking oils and grease into biofuels. In 2021, 9,436 pounds of grease were recycled in Centene-supported cafés.



SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

Suppliers are essential to the success of our business and the members we serve. Centene's procurement function facilitates partnerships with hundreds of suppliers, managing over \$8 billion of spending in products and services. Our suppliers provide products and services that support our information technology, operations activities, and internal corporate functions. We partner with suppliers and seek the optimal value for the products and services we source by assessing various factors such as quality, cost, data security, and business practices.

In addition, as part of our enterprise environmental goals, we are committed to engaging with strategic suppliers to understand and track their progress on environmental and climate-related strategy and actions.

Centene commits to ESG criteria throughout our value chain and has high expectations of our suppliers. We are on the path to enhancing how we assess each supplier's ESG performance against our own criteria and including this as part of the evaluation of the supplier's overall profile. In 2021, we created a Vendor Code of Conduct that addresses topics such as environmental compliance and footprint; diversity, equity, and inclusion; human rights and labor; and data privacy and security.



"We've started the Vendor Sustainability Program and are calling it Procurement with a Purpose. If we think about what we buy and the impact we can have through our vendors, we can influence so much more. If we are intentional, we can make purchases that can impact business development, the environment, and our diversity, equity, and inclusion efforts, and increase the wealth of communities wherever we serve. We have those options today, and we can all play a part in making an impact bigger than our purchase."

KENDRA BURRIS-AUSTIN Director, Procurement

SERVING OUR COMMUNITIES

OUR PEOPLE

At Centene, our employees bring a spirit of innovation and commitment to work each day. It is this drive that helps build the successful programs and initiatives that help our members get well and stay well. Centene's relationship with our more than 74,000 employees is vital to our local approach to healthcare delivery. As a certified Great Place to Work® company, we are proud to hire from within the communities we serve, establishing state-based health plans that work with local partners to support healthier individuals and families.



DIVERSITY, EQUITY AND INCLUSION

At Centene, DEI is in our DNA. Since our company's founding, we've remained committed to creating an inclusive culture that brings out the best in everyone.

Our talent management teams use intentional recruitment strategies and leadership development programs to nurture a diverse talent pipeline and empower our workforce to do their best work in the way they work best. COVID-19 had an unprecedented impact on businesses around the world. New measures, including expanded parental and caregiver leaves, remote and hybrid work arrangements, and dress flexibility across offices support the evolving needs of our employees. We also established a multiyear roadmap to further embed DEI into leadership behaviors and drive accountability across the organization.

Our inclusive culture is enhanced by Employee Inclusion Groups (EIGs), voluntary, employee-led groups that promote the attraction, development, and retention of the best talent at all levels. Fifteen percent of our workforce participates in at least one EIG. In 2021, EIGs held more than 250 virtual programs to support the professional and personal development of diverse populations at Centene, including women, people of color, people with disabilities and their caregivers, LGBTQ+ employees, veterans, and military family members.

We are proud that retention, particularly for women and people of color in management levels, remained stable within this unprecedented environment. Our fall 2021 Employee Engagement Pulse Survey measured perception of the company's DEI efforts, and our overall Diversity Index score showed 79% engagement, which is two points above the Fortune 100 benchmark. Through engaging monthly enterprise programs, specially curated DEI learnings, and targeted development programs, we keep diversity, equity, and inclusion at the heart of our culture and provide our workforce with the tools they need to thrive.





SUPPLIER DIVERSITY

Centene is committed to supporting and partnering with diverse businesses, including those owned by minorities, women, people with disabilities, the LGBTQ+ community, and veterans. To deliver on our promise to invest in the communities we serve, Centene plans to spend \$1B annually with diverse companies by 2025. Centene's enterprise-wide supplier diversity platform focuses on holistic enterprise-wide growth, supplier intelligence, collaborative strategies, and positive community impact.

We aim to identify ways to deepen engagement with and support small and diverse suppliers. This is our commitment to invest in the communities we serve. We provide mentoring and educational opportunities to enhance capacity and ensure diverse vendors for the future.

*Centene U.S.-only spend (does not include international vendors). Centene reviews its vendor base for new diverse suppliers annually; last review conducted in summer 2021.

Diverse Supplier Spend*

\$346M

= Tier 1 direct vendor spend

\$55M

= Tier 2 subcontractor spend

Supplier Diversity Target

\$1B in diverse spend by 2025

Tier 1 Spend in Millions



Engaging Solutions is a minority- and women-owned business based in Indiana, working with Centene plans in Illinois, Indiana, and Missouri to support our member services call centers. Centene was the first large managed care organization to contract with Engaging Solutions in 2007. Since the initial contract was signed, Engaging Solutions' business with our company has grown 900%.

Since 2018, Centene's Meridian Health Plan in Illinois has contracted with Best Foot Forward (BFF), a certified Minority Business Enterprise that helps health plans enhance member engagement. As part of a pilot program, BFF helped Meridian increase member participation in health risk assessments. BFF began by contacting 200 members per month. Today, BFF works in eight states and contacts over 4,000 members per month.

Embracing Inclusion: The Centene Workforce

74K+ Current employee population	36% Supervisor+ positions held by those who identify as people of color
76% Women	65% Supervisor+ positions held by women
48% People of color	42% Identify as women or people of color on Centene's Board of Directors
10% Identify as having a disability	15% EIG participation

As of 12/31/2021. People data excludes international companies and/or U.S. nonintegrated companies. Our total headcount (including international and U.S. nonintegrated companies) is approximately 74,300, and our full-time equivalent (FTE) count is approximately 72,500.



EMPLOYEE HEALTH AND WELL-BEING

The health and well-being of our employees has always been a top priority, and while managing a second year living with the COVID-19 global pandemic presented a number of challenges, Centene was also able to celebrate a workforce that demonstrated an unwavering commitment to our members, meeting every challenge the virus presented with agility and innovation. Throughout these critical months, Centene leaders listened to employees across the enterprise, which informed our design of critical resources, programs, and tools to support leadership development, workplace flexibility, whole health wellness, and a safe return to in-person engagement.

Maintaining a Healthy Workforce

- :: Launched a series of COVID-19 vaccine educational leadership events, including a fireside chat led by Chief Medical Officer Ken Yamaguchi and Kim Henrichsen, SVP, Population Health & Clinical Operations.
- :: Created 1,500 wellness points incentive for employees receiving COVID-19 vaccinations to be used toward discounts on medical premiums and other great incentives through Centene's employee wellness program, Healthy Pathways.
- :: Provided workforce emergency paid sick leave to obtain vaccination; extended emergency sick leave, allowing up to 10 days of emergency paid sick leave to support employees with a confirmed COVID-19 diagnosis or symptoms, or those caring for a family/household member.
- :: Offered parenting resources, including per-child credits that could be used for one-on-one tutoring, small-class formats, virtual field trips, and summer camp.
- :: Provided crisis volunteer paid time off for clinical professionals to serve in their communities.
- :: Launched a series of emotional support and well-being tools designed to help manage the everyday challenges of working through the pandemic, featuring resources on mindfulness and whole health.
- :: Expanded working environments to include more remote and flexible hybrid arrangements.

INVESTING IN EMPLOYEES

To help our employees master the skills they need to thrive, Centene's innovative learning platform, Centene University, provides a series of virtual and in-person learning experiences designed to grow leaders and inspire teams. Centene employees across the enterprise gain insights from senior leaders about Centene's purpose, mission, approach, workforce, and culture.

Centene celebrates a spirit of leadership in employees regardless of where they serve within the enterprise. Leadership has shaped our culture of innovation. Our company provides a wide range of programs and initiatives that build leadership skills, expand education, and provide career-building experiences.

As a result of employee feedback, Centene is certified as a Great Place to Work®, a designation that benchmarks the company among other Fortune 100 companies for best-in-class employee culture and engagement. The certification recognizes Centene as a people-first employer.

Fall 2021 Employee Engagement Pulse Survey:

- 78%** of employees say Centene is a great place to work, compared to 59% of employees at a typical U.S.-based company.
- 81%** of employees describe their engagement at the company favorably, surpassing the Fortune 100 benchmark.
- 86%** of employees say the company is committed to diversity, equity, and inclusion in the workplace (+10 points above the Fortune 100 benchmark).
- 76%** of employees feel success and innovation are recognized and celebrated at Centene (+11 points above the Fortune 100 benchmark).
- 82%** of employees agree their work gives them a sense of personal accomplishment and they are proud to work for Centene (+4 points above the Fortune 100 benchmark).

COMMUNITY ENGAGEMENT, INVESTMENT, AND OUTREACH

At Centene, we are proud to be a trusted neighbor and corporate citizen. Throughout our history, Centene's local partnerships and local community investments have aligned with our purpose to transform the health of the communities we serve. Today, at a time when there are so many challenges presented by the global COVID-19 pandemic, this pledge has never been more important.

COMMUNITY PARTNERS

Below is a sample listing of the diverse community of nonprofit organizations that work together with Centene's state-based health plans and corporate business units, and the Centene Charitable Foundation to address the health and social needs of our nation's most vulnerable populations.

ARMED SERVICES YMCA

ARTHUR ASHE INSTITUTE FOR URBAN HEALTH

BEYOND DIFFERENCES

CENTER FOR ASIAN AMERICANS UNITED FOR SELF EMPOWERMENT

CONCORDANCE ACADEMY

EAST CAROLINA UNIVERSITY MEDICAL & HEALTH SCIENCES FOUNDATION

FEED FORWARD US LLC

HEALTHY AMERICAS FOUNDATION

HELPING FAMILIES IN NEED

HUMAN RIGHTS CAMPAIGN FOUNDATION

INTEGRATED COMMUNITY ALTERNATIVES

KIPP FOUNDATION

NATIONAL COUNCIL ON AGING

NATIONAL HISPANIC COUNCIL ON AGING

NATIONAL MINORITY QUALITY FORUM INC.

NATIONAL NATIVE AMERICAN HUMAN RESOURCES

NATIONAL URBAN LEAGUE, INC.

NEW MEXICO ALLIANCE OF HEALTH COUNCILS

ORAL HEALTH SOLUTIONS

PARENTS AS TEACHERS NATIONAL CENTER, INC

PRIORITIES USA FOUNDATION

PROJECT VISION HAWAII

REBUILDING TOGETHER SOUTHEAST MICHIGAN

SHOES FROM THE HEART

SICKLE CELL DISEASE ASSOCIATION OF ST. JUDE CHILDREN'S RESEARCH HOSPITAL

STARKLOFF DISABILITY INSTITUTE

TABLE TO TABLE

THE CHILDREN'S PARTNERSHIP

THE HENRY M. JACKSON FOUNDATION FOR THE ADVANCEMENT OF MILITARY MEDICINE

THE LITTLE BIT FOUNDATION

THE SAN DIEGO LESBIAN GAY BISEXUAL AND TRANSGENDER COMMUNITY CENTER

THE SILKROAD PROJECT, INC

TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS

UNION RESCUE MISSION

VICTORY JUNCTION

VIVENT HEALTH

YOUNG LIFE

Students from Gallego Middle School in Tucson, Arizona, participate in a No One Eats Alone Day event sponsored by Arizona Complete Health, a Centene Subsidiary.



2021 Giving by the Numbers

\$61.6M

= Direct Investments Companywide in 2021

Centene Employee Ambassadors logged 3,391 hours of timely, impactful support to nonprofit community partners.

Both financial assistance and impact hours are provided to support the efforts of Centene's nonprofit community partners, most of whom have established relationships with the Centene Charitable Foundation, as well as with Centene Corporation, Centene health plans, and Centene subsidiaries.



SUPPORTING FUTURE LEADERS

The mission of **Junior Achievement (JA) USA** is to prepare young people for future success using programs that encourage financial literacy, citizenship, and work-readiness. In St. Louis, Tampa, and Baton Rouge, the Centene Charitable Foundation and Centene health plans work with local JA offices to deliver on this critical mission.



In early 2021, nearly 70 Employee Ambassadors logged 202 community service hours as participants in JA-in-a-Day events, a high-impact way to deliver JA's lessons and programs to students across multiple grade levels. Centene employees across the nation representing corporate, health plan, and other business units led virtual presentations with grade 5-8 classrooms at Jana Elementary School in the Hazelwood School District in St. Louis.

Centene employees introduced grade 5 students to BizTown, a mini city designed to teach citizenship and help students understand how local governments and small businesses work. Jana Elementary students in grade 7-8 classrooms toured JA's Finance Park, where Centene employees led virtual and interactive sessions on managing personal finances, economics, and career exploration.

Physical health is important, but there's so much more to whole health. Centene values the social and emotional well-being of all students and is proud to support initiatives like **No One Eats Alone Day**.

Social isolation affects millions of students and has been identified as a precursor to bullying, self-harm, and community violence. In 2021, social isolation gained additional significance in the wake of the COVID-19 pandemic, as many students participated in remote learning and had limited opportunities for social interaction. No One Eats Alone Day is a student-led event that stresses positive prevention tactics and is targeted at 5th-to-8th-grade students. The initiatives were developed by Beyond Differences™, a national campaign to raise awareness about adolescent social isolation as a preventable public health crisis. In 2021, Centene's health plans helped promote awareness and drive change by hosting online events across the country. Community representatives from Centene's health plans partnered with schools to organize virtual No One Eats Alone Day assemblies, reaching more than 23,500 children in 47 schools.



ADDRESSING THE IMPACT OF COVID-19 ON OLDER ADULTS



People aged 65 and older make up 20.9% of the population in the state of Florida. That's just over 4.5 million people in the state, according to the 2020 Census. Local community health partners in Florida are turning to solutions that counter the impact that social isolation presents for older adults, particularly as they manage health safety during the COVID-19 pandemic. Sunshine Health, Centene's Florida health plan, partnered with the Florida Assisted Living Education and Research Foundation on an initiative to decrease social isolation of seniors in assisted living communities and adult family care homes across the state due to the impacts of COVID-19. The initiative, which in 2021 entered its second year, provides for the distribution of computer tablets to 100 selected assisted living communities and homes, allowing residents to communicate with family and friends via online platforms such as IMO, WhatsApp, and Zoom, as well as have access to email and online games.

People over age 65 are more likely to experience severe illness from COVID-19, according to the Centers for Disease Control, and getting vaccinated has proven to reduce the risk of COVID-19-related hospitalizations, illness, and death. To provide older adults with reliable and safe transportation to and from vaccine appointments, Centene entered into partnerships with Lyft, the National Hispanic Council on Aging (NHCOA), and the National Council on Aging. **In 2021, these partnerships helped older adults keep their vaccination appointments as well as obtain rides for additional trips, including pharmacy and other medical visits.** Vaccine safety, facts about the virus, and vaccination appointment scheduling are provided in Spanish, English, and Portuguese. The initiative utilizes social media platforms to reach out to Latinos living in both rural and urban communities.



"I come from a background similar to our members. I continue to search for opportunities to serve the community that supported me all these years. Superior Health Plan and Centene have made a concerted effort to address social determinants of health for our members. Locally, Superior Health Plan has collaborated with communities to organize local events highlighting the importance of vaccination and health maintenance."

DAVID DIAZ DE LEON MD, Star Kids Medical Director

CULTIVATING HEALTHIER LIVES

At Centene, we believe healthcare is best when delivered locally. Through our state-based health plans, we offer affordable and high-quality health services to nearly 1 in 15 individuals across the nation, including Medicaid and Medicare members, as well as individuals and families served by the Health Insurance Marketplace.

Each health plan has assembled local teams of health service experts, hired from within the communities where our members live and thrive. These teams utilize Centene's advanced clinical analytics to implement award-winning health solution programs, while developing person-centered care plans for our members. Local partnerships are an additional way for our local healthcare teams to provide meaningful access to healthcare for members.



In 2021, women of childbearing age represented 26% of Centene's membership, and our health plans averaged a total of over 200,000 deliveries per year, with 30% of those deliveries considered high risk, resulting in premature or low birth weights and severe health impacts. Start Smart for Your Baby® works to reduce pregnancy complications, preterm and lower birth weight deliveries, and infant disease for our members.

Start Smart for Your Baby®

Dr. Gloria Wilder, photographed here with a young patient, is a Washington, D.C.-based family practice physician and Centene's VP, Innovation and Preventative Health.

Photograph by Lead Photographer Jeff Elkins, Washingtonian



HEALTHCARE AFFORDABILITY

At Centene, we believe everyone deserves access to affordable, quality healthcare. For more than three decades, we have delivered high-quality healthcare services on behalf of states and the federal government to underinsured and uninsured families. We are committed to improving healthcare affordability both at an individual and system level by helping members access high-quality care at the right time and place, improving price transparency, and expanding value-based models of care.

Optimizing Site of Service

Through managed care of government-sponsored programs, we drive greater affordability for the health system by helping our members access high-quality care in lower-cost settings. For example, our Emergency Department Diversion program is designed to collaboratively work with hospitals and ambulance services to reduce avoidable emergency department visits through patient education and alternative urgent care settings. We also make available, as an alternative to higher-cost settings,

the use of telehealth visits either through our network of qualified providers or contracted national vendors to provide expanded capacity.

Price Transparency

At Centene, we believe in empowering people to make better-informed health decisions. We continue to ensure we deliver on this core belief as laws and regulations are implemented intended to help healthcare consumers access pricing and other information.

Value-Based Care

Value-based models of care are a foundation to the interactions we have with our network providers. The various value-based programs and models we have implemented across our product offerings enable providers to share in a percentage of savings by improving the overall quality and cost of the care involved. The programs put the emphasis on physicians to make the best decision for the member and place them in charge of that individual member's care.



POPULATION HEALTH

As the leader in government-sponsored healthcare, Centene manages the healthcare of over 26 million members. Our population health strategy is delivered through integrated holistic care management that includes physical, behavioral, pharmacy, long-term care, and critical social services. Our health plans focus strategic efforts on both the delivery of health and improving and maintaining the wellness of our members.

Our health teams have identified priority programming designed to elevate health outcomes by tailoring care delivery across a broad spectrum of member populations, including maternal and child health, behavioral health, and advanced illness. Each program is designed to elevate wellness, while delivering healthcare at lower costs.

For more than 10 years, **Start Smart for Your Baby**[®], Centene's award-winning, evidence-based maternity program, has helped pregnant members achieve healthy pregnancies, while preventing premature births. Today, in addition to the program's long-standing comprehensive care management, pregnant members now have the added benefit of improved machine learning data that leverages advanced analytics to identify and engage members in order to improve pregnancy and birth outcomes. Early intervention and supportive care management are improving maternal and child health among Centene members.



SOCIAL DETERMINANTS OF HEALTH

Reducing health inequities or disparities among different population groups is a priority of Centene's focus on population health. Throughout Centene's work with uninsured and underinsured populations, the nonmedical factors that influence health outcomes for families and individuals are critical to caring for the whole person. These social determinants of health include access to quality food, housing, transportation, and employment. Centene health plans are employing innovative partnerships and data analysis to deliver impactful social health strategies and outcomes.

Loneliness among Centene members was prevalent prior to the COVID-19 global pandemic, and with the virus being a part of our daily lives today, our health plans have turned to technology and member outreach to address the crisis of isolation. In 2020 and 2021, Centene subsidiary Arizona Complete Health worked with Pyx Health, a mobile application designed to reduce social isolation and loneliness by providing companionship and resources, to engage members who have connected with the health plan's crisis call line or crisis mobile team. Early indicators show health plan members enrolled with the Pyx app are utilizing fewer crisis services, including hospital emergency services and inpatient facilities.

PYX HEALTH APP | Arizona Complete Health (AZCH) Utilization Health Insights



of members who accessed the Pyx app outside the hours when the health plan is staffed (9 pm-5 am) used the tool to find the assistance or support they needed: AZCH resources that include information on available local transportation options, housing assistance and nutrition, among numerous other topics related to social determinants of health and mental health.





HEALTH, EQUITY, AND WELLNESS

Removing barriers to healthcare has been an essential element of how we've cared for our members for nearly 40 years. We remain committed to advancing health equity within our health plans, in the communities we serve, and among our provider networks and strategic partnerships.



Centene's Health Equity and Wellness Council was formed at the onset of the COVID-19 global pandemic, which served as a wake-up call for many, exposing long-existing vulnerabilities in healthcare, including systemic disparities that impact underserved communities. In keeping with its equity-led vision, the Council advises Centene on how our health plans can better address the impact that systemic disparities have on membership and works with health partners to ensure that our members and all underserved populations have access to quality healthcare. In 2021, the Council's equity-led approach led to a bold health equity focus on data and infant and maternal mortality, as well as behavioral and emotional health, provider training, and value-based contracting.



PARTNERS FOR HEALTH

As COVID-19 spread throughout the U.S., Hispanics experienced some of the highest job losses and mortality rates in the country, underlining an urgent need to invest in change and address the inequities that affect the Hispanic community. As part of an effort to improve outcomes for the 60 million Hispanics living in the United States, the **Healthy Americas Foundation launched the Hispanic Family Equity Fund**, a \$100 million initiative that aims to improve the health and well-being of Hispanics nationwide. Centene supported the start-up of the fund with a \$1 million commitment and is calling on companies and foundations to contribute to the fund and help support Hispanic families in the U.S.



RESEARCH AND DEVELOPMENT

As a national healthcare leader, Centene has long been committed to investments in new clinical initiatives, innovative technology, research and development, and strategic partnerships.

In 2021, Centene entered the second year of our 10-year partnership with the **Washington University School of Medicine in St. Louis** to transform and accelerate research into treatments for Alzheimer's disease, breast cancer, diabetes, and obesity. The investment has galvanized the School of Medicine's Personalized Medicine Initiative, which aims to develop customized disease treatment and prevention for patients. At its launch, former Centene CEO Michael F. Neidorff said, "We believe personalized medicine is the path to ensure patients get the targeted healthcare they need to fight disease, and we look forward to partnering with such a renowned medical school to initially focus on four diseases that impact millions of Americans, including many of our health plan members."

At the **Mayo Clinic**, the Centene Charitable Foundation has invested in a multidisciplinary team dedicated to the development of low-cost, accurate tools for the early detection of pancreatic cancer. It is estimated that 166 people are diagnosed with pancreatic cancer each day. Today, there are no early screenings to detect pancreatic cancer, but Mayo Clinic research teams are focusing on the development of early detection tools including biomarkers that can accurately discover early-stage pancreatic cancer and enhanced imaging tools that use artificial intelligence to detect small tumors.



PUBLIC POLICY STRATEGY

The transformation of the U.S. healthcare system since passage of the Affordable Care Act has introduced a wide range of federal and state regulations, products, and innovations in how healthcare is delivered. The cost of care, access to care, and the quality of healthcare are primary focal points.

As the nation's largest Medicaid managed care organization and the number one carrier in the Health Insurance Marketplace, Centene has emerged as a leading authority on public policy healthcare solutions.

Our strategic focus on sustainable public policies is intentionally designed to improve the whole health and lives of individuals and communities that we serve across the U.S. and internationally. Centene's health leaders provide a full spectrum of diverse perspectives and knowledge in the development of federal and state policy positions, allowing us to develop proactive policy solutions in the communities we serve.

As an advocate for our members, Centene closely monitors and develops public policy changes that impact members' access to quality healthcare. The COVID-19 pandemic continues to have a significant impact on our economy, and Centene has joined members of the disabled community to call on employers to commit to hiring people with disabilities. This initiative includes a focus on Medicaid for Workers with Disabilities, which provides access to critical Medicaid community-based services not available through Medicare and private insurers. Current policies often require many people with disabilities to choose between healthcare and work. Centene is working with federal and state governments to gain program improvements, allowing for increased participation and enhanced work outcomes.

ADDITIONAL COVID-19 INITIATIVES

The scale and durability of Centene's response to the COVID-19 pandemic is varied and ongoing. Some initiatives provide immediate resources to local communities. Other initiatives are long-lasting investments to assist our workforce, provider network, community partners, and members for years, if not decades, to come. We continued to find new ways to address the challenges of the pandemic throughout 2021 and expect these solutions to impact the ways we care for our members well into the future.

As the pandemic impacted communities across the country, government-sponsored healthcare was an important safety net. In April 2021, Centene added 320,000 new members under President Biden's expanded special enrollment period.

- :: Operose Health, a Centene subsidiary located in the United Kingdom, collaborated with AT Group, a local primary care educational group, to create pop-up vaccination centers across the United Kingdom.
- :: Centene launched a COVID-19 vaccine safety campaign that featured public service announcements by Centene physicians and Pro Football Hall of Famers focused on increasing education around COVID-19 vaccines. Additionally, Centene health plans hosted events with Derrick Brooks, Darryl Green, Drew Pearson, Anthony Muñoz, Aeneas Williams, Deuce McAllister, and other NFL players in communities across the U.S. to increase education and awareness about COVID-19 vaccines.
- :: Centene clinicians served on the front lines throughout the pandemic, providing direct patient care for COVID-19 patients, administering vaccinations, and providing backup nursing care at hospitals.
- :: Centene's New Hampshire health insurance marketplace plan was named Entitlement Partner for the NASCAR Xfinity Series race in Loudon in July 2021, promoting COVID-19 vaccinations at the event.

LIVING OUR VALUES



GOVERNANCE AND ACCOUNTABILITY

Corporate governance is supported by Centene's Board of Directors, a code of conduct, and a system of policies and procedures that encourage our employees to operate within the organization's culture of accountability.

The Environmental and Social Responsibility (ESR) Committee of the board is responsible for oversight of sustainability matters and assists the board in the development of strategic plans related to issues of environmental and social importance. The ESR Committee meets on a quarterly basis to review management's progress toward identifying and addressing climate-related issues, updates on key environmental and social responsibility efforts, and the status of associated goals and objectives.

The following board committees also support governance and accountability through their various directives:

- :: **The Nominating and Governance Committee identifies and evaluates potential directors through seeking a mix of experience, knowledge, and abilities that will allow the board to fulfill its responsibilities.**
- :: **The Technology Committee provides oversight of risks associated with our systems and technology, including risks related to cybersecurity and privacy, and reviews our IT programs and strategy.**
- :: **The Compliance Committee performs ongoing reviews of all compliance program outcomes, audit results, and government enforcement activities. It establishes accountability of compliance oversight at the highest levels of the organization.**
- :: **The Audit Committee assists in the oversight of risks related to financial reporting, disclosures, investments, business ethics and conduct, and management policies.**
- :: **The Compensation Committee reviews and approves corporate goals and objectives relevant to our CEO's compensation annually, oversees our equity incentive plans, and assists in the oversight of risks associated with our compensation plans and policies.**
- :: **The Government and Regulatory Affairs Committee assists in identifying, evaluating, and monitoring legislative, political, and regulatory trends and addressing public policy issues and concerns affecting Centene.**

Learn more about Centene's governance structure in our 2022 annual proxy statement, which can be accessed here: https://investors.centene.com/_assets/sec/0001071739-22-000096/0001071739-22-000096.pdf



Supply Chain Oversight

Supplier management activities are aligned with foundational capabilities such as operational risk management, contract compliance management, supplier diversity, and supply chain analytics. The procurement function establishes and maintains foundational relationships with our suppliers, focused on meeting the needs of our members and maintaining ethical and compliant sourcing. Procurement associates are critical for understanding pre- and post-contracting supplier activities and helping business functions do the same.

The Centene Vendor Management team brings process discipline to sourcing programs through supplier accountability, performance management, and governance. Centene has a supplier categorization process that identifies each supplier and assigns a risk ranking, enabling appropriate levels of due diligence and ongoing oversight.



ETHICS AND COMPLIANCE

We understand the significance of the work we do and its impact on people's lives. Nothing is more important than conducting our business with honor, integrity, and respect. Centene's Ethics and Compliance program guides employees when conducting the business affairs of the organization and stresses the tenet that "compliance is everyone's responsibility." We believe that each and every one of our employees is integral to maintaining our reputation, and Centene holds staff accountable for always taking personal responsibility for choosing what is right.

Our Ethics and Compliance program provides methods by which we further enhance operations, safeguard against fraud and abuse, and help ensure that our values are reflected in everything we do. Our Board of Directors has adopted a **Business Ethics and Code of Conduct (BECC) policy**, which is applicable to all directors, officers, and employees of the company. While no policy can replace the thoughtful behavior of an ethical director, officer, or employee, we believe the BECC, among other things, focuses our board and management on areas of ethical risk, offers guidance for recognizing and responding to ethical issues, outlines mechanisms by which to report unethical conduct, and fosters a culture of honesty and accountability.

Annually, all employees, including part-time employees and contingent workers, complete a code of conduct training and an attestation affirming they have read and understood the policy. Additionally, the Board of Directors evaluates and approves the content of our code of conduct. Our BECC places an affirmative obligation on all employees to report even suspected misconduct, and we maintain a 24/7, independently operated ethics and compliance hotline to facilitate immediate reporting. All reports received are promptly reviewed by compliance investigators.

Learn more about key features of our Ethics and Compliance Programs and view our Business Ethics and Code of Conduct policy here: <https://www.centene.com/who-we-are/ethics-and-integrity.html>



DATA PRIVACY AND SECURITY

As a healthcare organization with operations across the world, we are committed to earning the trust of our members, employees, and business partners by responsibly managing and protecting their confidential information. Federal, state, and international regulations, in addition to contract obligations, create a highly regulated environment in which our business operates. Our information security and privacy programs are built to earn our stakeholders' trust and support full regulatory compliance.

These programs are assessed annually in compliance with the HIPAA Privacy and Security Rules, HITECH Act, and EU GDPR. Our information security program is aligned with and certified against ISO 27001. Our Enterprise Data Privacy Program describes the measures we take to protect information and how individuals may exercise their data privacy rights under applicable regulations.

Advanced technology allows Centene to support our members and business partners effectively and supports our ongoing strategy. We provide annual information security and privacy training to all employees and offer specialized role-based training as well. We communicate security awareness items in multiple formats to our employees, including awareness of the importance of timely notification of potential security and privacy issues. We conduct a "Compliance and Security Awareness" week to build and support our culture of compliance and reduce risk across the enterprise.

Transparency in our efforts, controls, and capabilities allows for effective oversight from the Board of Directors. The status of the information security and privacy programs is reported to the Technology Committee of the Board of Directors at least twice annually. In addition to these reports, our Senior Vice President, Internal Audit, Compliance & Risk Management briefs the Audit Committee of the Board of Directors on compliance, risk, and ethics items at each meeting, which includes privacy and information security updates.

Learn more about our Enterprise Data Privacy Program here: <https://www.centene.com/why-were-different/corporate-sustainability/living-our-values/data-privacy-security.html>



"We are committed to enhancing the accuracy of our provider directory so members can have access to care. We contact network providers to verify the office is compliant with our access and availability standards. We help members get well and stay well. Our core values guide decisions we make."

SEAN RAMDAT Supervisor, Provider Relations, G&A-Network Operations

2021 METRICS AT A GLANCE

26.6M Members served

74,000+ Employees

1.3M Medicare members

15.0M Medicaid members

2.1M Marketplace members

3,391 Service hours

699 Nonprofits supported companywide

\$440K In-kind contributions companywide

65% Supervisor+ positions held by women

36% Supervisor+ positions held by those who identify as people of color

85% Employees understand our objectives

OUR CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2016, the United Nations presented a set of Sustainable Development Goals (SDGs) that exemplify a shared global vision to transform the world by ending poverty, rescuing the planet, and establishing peace and prosperity, now and into the future. We believe we can most meaningfully contribute to 11 of the SDGs, which closely align with Centene's purpose and serve as a cornerstone of our ESHG strategic framework. Below, we have noted the sections in this report that reference our actions, programs, and investments related to each SDG.



Protecting Our Planet
Community Partners
Social Determinants of Health



Energy and Emissions Reduction
Community Engagement, Investment, and Outreach
Population Health
Health, Equity, and Wellness



Community Partners
Feed Forward US LLC
Table to Table



Waste Reduction and Recycling Programs
Supply Chain Management and Sustainability
Supplier Diversity



Population Health
Health, Equity, and Wellness
Partners for Health
Research and Development
Public Policy Strategy
Additional COVID-19 Initiatives



Climate Change
Energy and Emissions Reduction
Water-Efficient Technologies and Practices
Supply Chain Management and Sustainability



A Global Vision
Diversity, Equity, and Inclusion
Employee Health and Well-Being



Diversity, Equity, and Inclusion
Community Partners
Public Policy Strategy
Governance and Accountability
Ethics and Compliance



Supplier Diversity
Employee Health and Well-Being
Investing in Employees



Stakeholder Engagement
Community Partners



Diversity, Equity, and Inclusion
Healthcare Affordability
Health, Equity, and Wellness
Partners for Health

SASB INDEX

Centene created the index below to provide stakeholders with disclosures aligned with the Sustainability Accounting Standards Board (SASB) Managed Care standard. Disclosures aligned with other relevant sustainability accounting standards were also included for workforce diversity and engagement. All data relates to the year ending December 31, 2020, unless otherwise stated.

DATA PRIVACY & SECURITY

SASB TOPIC	SASB CODE	ACCOUNTING METRIC	CENTENE DISCLOSURE
Customer Privacy & Technology Standards	HC-MC-230a.1	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	https://www.centene.com/why-were-different/corporate-sustainability/living-our-values.html#data-privacy-security
	HC-MC-230a.2	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	https://ocrportal.hhs.gov/ocr/breach/breach_report.jsf

HEALTHCARE ACCESS

SASB TOPIC	SASB CODE	ACCOUNTING METRIC	CENTENE DISCLOSURE
Access to Coverage	HC-MC-240a.1	Medical Loss Ratio (MLR)	86.2% Centene operates in two segments: managed care and specialty services. Our MLR disclosure includes the managed care segment. The specialty services segment MLR is immaterial to the consolidated organization.
	HC-MC-240a.2	Total amount of rebates accrued and paid due to noncompliance with the Patient Protection and Affordable Care Act for Medical Loss Ratio (MLR)	Centene accrued MLR rebates of \$238 million as of December 31, 2021, and paid MLR rebates of \$391 million during the 12 months ending December 31, 2020. Information is disclosed in accordance with U.S. Title 45: Public Welfare Part 158 – Issuer Use of Premium Revenue: Reporting and Rebate Requirements (U.S. 45 CFR Part 158).
	HC-MC-240a.3	Percentage of proposed rate increases receiving “not unreasonable” designation from Health and Human Services (HHS) review or state review	100% All of Centene's filed rate increase requests subject to review per U.S. Title 45: Public Welfare Part 154 for the period of this report received a “not unreasonable” designation from HHS or state review.
	HC-MC-000.A	Number of enrollees by plan type	In certain instances, our data aggregation processes are established by line of business as opposed to plan type, based on the nature of our business. For this metric, we have chosen to disclose the data by line of business. See December 31, 2020, enrollees by line of business in the 2020 Form 10-K, page 47. https://investors.centene.com/sec-filings/all-sec-filings/content/0001071739-21-000039/0001071739-21-000039.pdf

HEALTHCARE QUALITY

SASB TOPIC	SASB CODE	ACCOUNTING METRIC	CENTENE DISCLOSURE
Plan Performance	HC-MC-250a.1	Average Medicare Advantage plan rating for each of the following plan types: (1) HMO, (2) local PPO, (3) regional PPO, (4) PFFS, and (5) SNP	Member Weighted Rating Reporting Year 2022 HMO/HMOPOS: 3.91 Local PPO: 3.74 PFFS: 4.00 HMO - Health Maintenance Organization Plans HMOPOS - Health Maintenance Organization - Point of Sale Plans Local PPO - Local Preferred Provider Organization Plans PFFS - Private Fee-for-Service Plans
	HC-MC-250a.2	Enrollee retention rate by plan type, including (1) HMO, (2) local PPO, (3) regional PPO, (4) PFFS, and (5) SNP	Please refer to the MEMBERSHIP table in the 2020 Form 10-K, page 47. https://investors.centene.com/sec-filings/all-sec-filings/content/0001071739-21-000039/0001071739-21-000039.pdf
Improved Outcomes	HC-MC-260a.1	Percentage of enrollees in wellness programs by type: (1) diet and nutrition, (2) exercise, (3) stress management, (4) mental health, (5) smoking or alcohol cessation, or (6) other	Centene's government-sponsored Medicare Advantage and Medicaid managed care plans develop and offer a comprehensive portfolio of programs that build in wellness aspects to advance health outcomes for Centene's members. These programs leverage cutting-edge clinical guidelines, evidence-based best practices, and data science models to support whole health for the individual based on their identified needs. Members are able to access these programs through a variety of channels, including local partners. One example is our multipronged Fluvention campaign that is designed to promote vaccination as the key to flu prevention. By increasing annual influenza vaccination rates in high-risk members, health-related complications and excess healthcare costs are greatly reduced.

ENVIRONMENTAL IMPACTS ON HEALTH

SASB TOPIC	SASB CODE	ACCOUNTING METRIC	CENTENE DISCLOSURE
Climate Change Impacts on Human Health	HC-MC-450a.1	Discussion of the strategy to address the effects of climate change on business operations and how specific risks presented by changes in the geographic incidence, morbidity, and mortality of illnesses and diseases are incorporated into risk models	See the 2020 Task Force on Climate Related Financial Disclosures Report. https://www.centene.com/content/dam/centenedotcom/documents/CNC_TCFDReporting_082021_508.pdf

DIVERSITY, EQUITY, AND INCLUSION

SASB TOPIC	SASB CODE	ACCOUNTING METRIC	CENTENE DISCLOSURE
Workforce Diversity & Engagement	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Turnover for Centene, excluding International (which represents less than 10% of the enterprise): 18.7% in total, 12.3% voluntary and 6.4% involuntary
	SV-PS-330a.3	Employee engagement as a percentage	88%

Centene continually listens to our employees through Shaping Centene, a series of ongoing, enterprise-wide employee surveys that seek our employees' sentiment on a variety of topics, including company culture and engagement, career development, people leadership effectiveness, and our approach to a diverse, equitable, and inclusive workplace. Our company is continually evolving, and through strong employee participation in this initiative, it continues to strengthen our culture of engagement and create an environment where all employees feel valued and heard. Centene's employee engagement survey was administered by Perceptyx. The Engagement Index is calculated based on responses to four engagement questions from the survey. The numerator for each question included those who responded "Agree" and "Strongly Agree." The denominator for each question was the number of overall respondents. Overall engagement was then calculated as the average favorability of the four engagement questions.

Additional information regarding our employee engagement survey is available on page 21 of our 2020 C-Index Diversity & Inclusion report: https://www.centene.com/content/dam/centenedotcom/investor_docs/D%261_Annual_Report_2020_wEE01_508.pdf

CAUTIONARY STATEMENT ON FORWARD-LOOKING STATEMENTS

All statements, other than statements of current or historical fact, contained in this communication are forward-looking statements. Without limiting the foregoing, forward-looking statements often use words such as "believe," "anticipate," "plan," "expect," "estimate," "intend," "seek," "target," "goal," "may," "will," "would," "could," "should," "can," "continue" and other similar words or expressions (and the negative thereof). Centene (the Company, our, or we) intends such forward-looking statements to be covered by the safe-harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, and we are including this statement for purposes of complying with these safe-harbor provisions. In particular, these statements include, without limitation, statements about our future operating or financial performance, market opportunity, value creation strategy, competition, expected activities in completed and future acquisitions, including statements about the impact of our recently completed acquisition of Magellan Health (the Magellan Acquisition), other recent and future acquisitions and dispositions, investments and the adequacy of our available cash resources. These forward-looking statements reflect our current views with respect to future events and are based on numerous assumptions and assessments made by us in light of our experience and perception of historical trends, current conditions, business strategies, operating environments, future developments and other factors we believe appropriate. By their nature, forward-looking statements involve known and unknown risks and uncertainties and are subject to change because they relate to events and depend on circumstances that will occur in the future, including economic, regulatory, competitive and other factors that may cause our or our industry's actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by these forward-looking statements. These statements are not guarantees of future performance and are subject to risks, uncertainties and assumptions. All forward-looking statements included in this communication are based on information available to us on the date hereof. Except as may be otherwise required by law, we undertake no obligation to update or revise the forward-looking statements included in this communication, whether as a result of new information, future events or otherwise, after the date hereof. You should not place undue reliance on any forward-looking statements, as actual results may differ materially from projections, estimates or other forward-looking statements due to a variety of important factors, variables and events including, but not limited to: our ability to accurately predict and effectively manage health benefits and other operating expenses and reserves, including fluctuations in medical utilization rates due to the impact of COVID-19; the risk that the election of new directors, changes in senior management and inability to retain key personnel may create uncertainty or negatively impact our ability to execute quickly and effectively; uncertainty as to the expected financial performance of the combined company following the recent completion of the Magellan Acquisition; the possibility that the expected synergies and value creation from the Magellan Acquisition or the WellCare Acquisition (or other acquired businesses) will not be realized, or will not be realized within the respective expected time periods; the risk that unexpected costs will be incurred in connection with the integration of the Magellan Acquisition or that the integration of Magellan Health will be more difficult or time consuming than expected, or similar risks from other acquisitions we may announce or complete from time to time; disruption from the integration of the Magellan Acquisition or from the integration of the WellCare Acquisition, or similar risks from other acquisitions we may announce or complete from time to time, including potential adverse reactions or changes to business relationships with customers, employees, suppliers or regulators, making it more difficult to maintain business and operational relationships; a downgrade of the credit rating of our indebtedness; competition; membership and revenue declines or unexpected trends; changes in healthcare practices, new technologies and advances in medicine; increased healthcare costs; changes in economic, political or market conditions; changes in federal or state laws or regulations, including changes with respect to income tax reform or government healthcare programs as well as changes with respect to the Patient Protection and Affordable Care Act and the Health Care and Education Affordability Reconciliation Act (collectively referred to as the ACA) and any regulations enacted thereunder that may result from changing political conditions, the new administration or judicial actions; rate cuts or other payment reductions or delays by governmental payors and other risks and uncertainties affecting our government businesses; our ability to adequately price products; tax matters; disasters or major epidemics; changes in expected contract start dates; provider, state, federal, foreign and other contract changes and timing of regulatory approval of contracts; the expiration, suspension or termination of our contracts with federal or state governments (including, but not limited to, Medicaid, Medicare, TRICARE or other customers); the difficulty of predicting the timing or outcome of legal or regulatory proceedings or matters, including, but not limited to, our ability to resolve claims and/or allegations made by states with regard to past practices, including at Envoke Pharmacy Solutions, Inc. (Envoke), as our pharmacy benefits manager (PBM) subsidiary, within the reserve estimate we have recorded and on other acceptable terms, or at all, or whether additional claims, reviews or investigations relating to our PBM business will be brought by states, the federal government or stockholder litigants, or government investigations; timing and extent of benefits from strategic value creation initiatives, including the possibility that these initiatives will not be successful, or will not be realized within the expected time periods; challenges to our contract awards; cyber-attacks or other privacy or data security incidents; the exertion of management's time and our resources, and other expenses incurred and business changes required in connection with complying with the undertakings in connection with any regulatory, governmental or third party consents or approvals for acquisitions; changes in expected closing dates, estimated purchase price and accretion for acquisitions; the risk that acquired businesses will not be integrated successfully; restrictions and limitations in connection with our indebtedness; our ability to maintain or achieve improvement in the Centers for Medicare and Medicaid Services (CMS) Star ratings and maintain or achieve improvement in other quality scores in each case that can impact revenue and future growth; availability of debt and equity financing, on terms that are favorable to us; inflation; foreign currency fluctuations and risks and uncertainties discussed in the reports that Centene has filed with the Securities and Exchange Commission. This list of important factors is not intended to be exhaustive. We discuss certain of these matters more fully, as well as certain other factors that may affect our business operations, financial condition and results of operations, in our filings with the Securities and Exchange Commission (SEC), including our annual report on Form 10-K, quarterly reports on Form 10-Q and current reports on Form 8-K. Due to these important factors and risks, we cannot give assurances with respect to our future performance, including without limitation our ability to maintain adequate premium levels or our ability to control our future medical and selling, general and administrative costs.



CENTENE[®]
Corporation

7700 Forsyth Boulevard
St. Louis, MO 63105 USA

1-314-725-4477

www.centene.com