



CENTENE[®]
Corporation

2022

Environmental, Social, Health, and
Governance Report to the Community

Centene Corporation

Centene Corporation, a Fortune 500® company, is a leading 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 under-insured and uninsured individuals. Centene offers high-quality, affordable products to nearly 1 in 15 individuals across the nation.





TABLE OF CONTENTS

- INTRODUCTION** 2
 - Letter from our CEO and our Chairman..... 4
 - Driven by our Commitment to Health..... 5
 - Our Approach to Corporate Sustainability 6
 - Stakeholder Engagement..... 7
- POWERING BETTER HEALTH** 8
 - Healthcare Quality..... 9
 - Health Equity and Wellness..... 10
 - Healthcare Access & Affordability..... 13
 - Social Determinants of Health 16
 - Research and Development..... 19
 - Public Policy Strategy 20
- ADVANCING ENVIRONMENTAL RESILIENCE**..... 21
 - Environmental Sustainability..... 22
 - Environmental Impacts on Health..... 25
 - Benefiting the Environment Through Partnerships 26
 - Stepping Up When Disaster Strikes..... 27
- SERVING OUR COMMUNITIES** 28
 - Diversity, Equity & Inclusion 29
 - Team Member Health and Career Development..... 33
 - Community Engagement, Investment, and Outreach 35
- LIVING OUR VALUES** 38
 - Governance and Accountability 39
 - Ethics and Compliance 41
 - Data Privacy and Security 44
 - Centene’s ESHG Leadership..... 45
 - Board of Directors..... 46
- APPENDICES** 47



LETTER FROM OUR CEO AND OUR CHAIRMAN

While 2022 was a year of change for Centene, our approach to environmental, social, health, and governance (ESHG) remained firmly rooted in our mission of helping people live healthier lives.

As a leader in government-sponsored healthcare, Centene is uniquely positioned to address the environmental, social, and health barriers that impact our country’s most vulnerable populations. Removing those barriers and transforming the community’s whole health continues to be an essential element of how we care for our members and their communities. In fact, since its founding and long before social determinants of health (SDoH) was a widely recognized issue, Centene understood the impact that factors such as education, gainful employment, and food security could have on an individual’s health and well-being. This is why Centene remains committed to addressing SDoH barriers and advancing health equity, including through community investments to strengthen initiatives focused on health care access, education, and social services for our members. We believe that our local approach enables us to provide accessible, high-quality, culturally sensitive healthcare coverage to our communities.

We further invest in our communities’ future by continuing to build the workforce needed to best serve our members, focusing on diversity of talent, community impact, supplier diversity, and stakeholder collaboration. Our transition to a hybrid workforce with the majority of our

team members working remotely and taking advantage of our talent hubs has reduced our office footprint and energy usage, while maintaining our local approach to live, work, and engage in the communities we serve.

In 2022, Centene also made significant enhancements to the Company’s governance structure to ensure we have the right perspectives and processes to drive our long-term strategy.

Centene remains a mission-driven, solutions-oriented partner committed to addressing some of the world’s most complex and systemic issues. In the pages that follow, we look forward to demonstrating how our ESHG strategy and governance create long-term value for all of our constituents.



Sarah London
Sarah London
Chief Executive Officer



H. James Dallas
H. James Dallas
Chairman of the Board



DRIVEN BY OUR COMMITMENT TO HEALTH

Transforming the health of the community is about more than treating physical health. It includes having a determined approach and an essential role in all the areas that strengthen our communities, including healthcare for individuals and families, solid environmental consciousness, a commitment to social responsibility, and sound governance in how we operate.

For nearly 40 years, we have dedicated our efforts to the actions that make our communities thrive, like providing high-quality care to our members, understanding environmental impacts, embracing our responsibility as a leader in our communities and society, and holding ourselves to high standards in how we do business. We rigorously hold to these principles because by doing so we can help shape a better world of healthcare.

To meet the health and development needs of our millions of members and our communities, we will continue proudly investing resources, time, and innovation into addressing our changing environment, our society, and into how we conduct our business. And in doing so, we will keep our eye always on the health and wellbeing of those we serve. That is why we do what we do every day.

Each of these commitments is powered by our company’s dedication to better health, and in maintaining that focus we can fulfill our purpose of **transforming the health of the community, one person at a time.**

In 2020, Centene completed its first formal Environmental, Social, and Governance (ESG) assessment, which included industry and peer group analysis, as well as executive interviews, while aligning our approach with our business strategy and long-term planning. As a result, we included “Health” as a key component of our ESG strategy. Our ESHG strategic framework and the 16 key topics represent the areas where we believe we can make the most meaningful impact on environmental, social, and health issues. Governance serves as the foundational pillar essential to delivering long-term value to our stakeholders.

In late 2022, we announced a refreshed corporate strategy reinforcing our goals to be the leading provider of government-sponsored healthcare. Centene’s strategy is supported by our commitments to leveraging the capabilities of our One CenTeam to Make it Easy to Work with Us, Building upon Trusted Partnerships, Growing from our Strengths, and Leading through Innovation.

In 2023, we will continue to update our ESG assessment to ensure we prioritize our efforts to deliver the most impact and value to our stakeholders. We consistently update information related to our ESG commitments on our company’s website. This information can be found on our [corporate website](#) and our [ESG page](#) for investors.

OUR APPROACH TO CORPORATE SUSTAINABILITY

ADVANCING ENVIRONMENTAL RESILIENCE

-  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

POWERING BETTER HEALTH

-  Healthcare Quality
-  Healthcare Affordability
-  Healthcare Access
-  Research and Development
-  Public Policy
-  Data Privacy and Security

LIVING OUR VALUES

-  Ethics and Compliance
-  Governance and Accountability

STAKEHOLDER ENGAGEMENT

Centene works 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 Report, and the annual meeting of stockholders to ensure we focus our ESHG efforts appropriately and increase transparency in reporting.

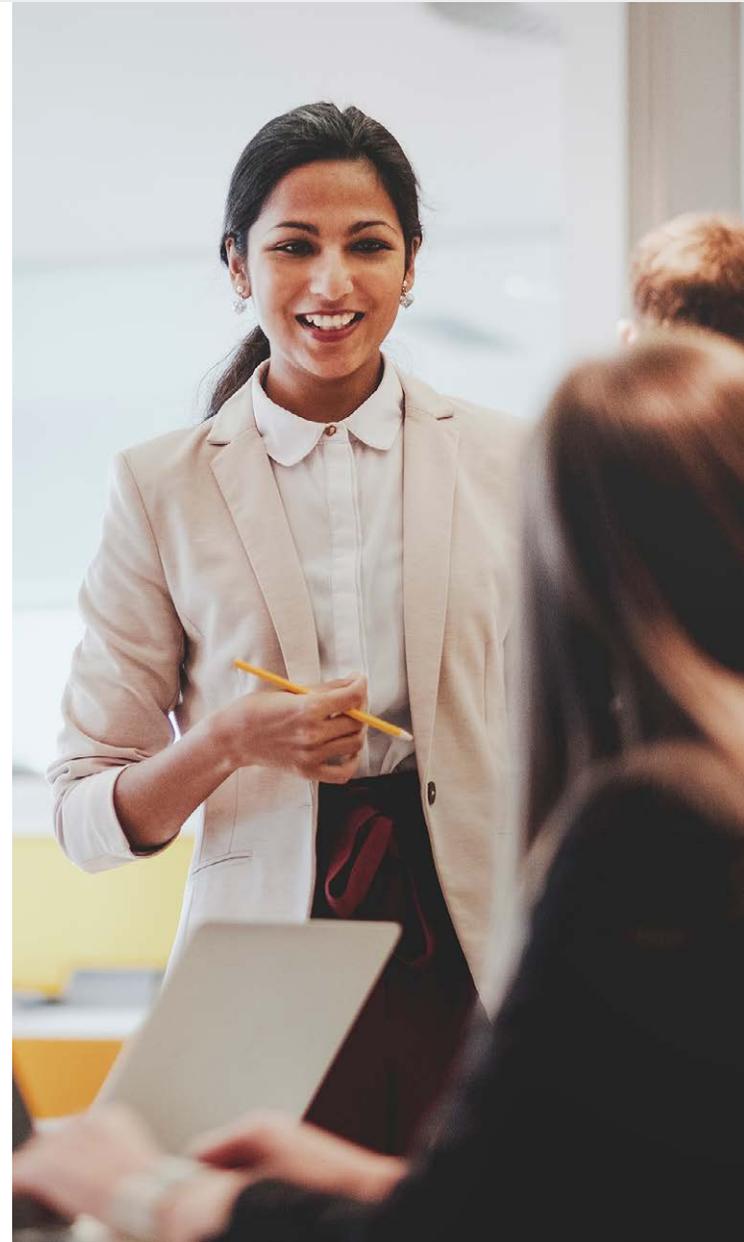
Employees: We seek team member feedback on how to improve their work experience through our Shaping Centene engagement surveys. Centene’s Environmental Employee Engagement Group (EEEG) Steering Committee promotes employee awareness, provides employee education, and supports workplace and community engagement on environmental sustainability issues.

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.

Suppliers: We engage with strategic suppliers through assessment questionnaires to better understand our supply chain’s sustainability risks and measures. Our Vendor Code of Conduct is also included in supplier contracts to set expectations for our suppliers’ business practices.

Members: Centene communicates with its members throughout the year to gain their valuable perspectives regarding the services they receive. For example, customer satisfaction surveys help us listen to our members and make necessary business and operational adjustments as it relates to healthcare quality, access, and affordability.

Community Partners: Our health plans partner with community-based organizations to enhance the services these organizations provide and help connect our members with these services in local communities.



Powering Better Health

To stay true to our objective of providing the best possible care for individuals and communities, we utilize innovation and a unique, local approach that helps make healthcare accessible and affordable. Our state-based health plans provide 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.

Team members at each of our health plans live in the communities where they work, positioning us to better address the health needs of specific populations. Furthermore, our award-winning health programs allow us to identify and remove the obstacles that may be impeding access to needed care. And as the way our members receive care continues to evolve, so too do our efforts to provide them and their providers with the best modern solutions that make healthcare truly transformative.





HEALTHCARE QUALITY

STRENGTHENING QUALITY CARE DELIVERY

Ensuring members have easy access to high-quality care is paramount across all our business lines. While Centene leads in the areas of Medicaid and the Health Insurance Marketplace, Medicare Advantage, in particular, represents a critical piece of our expanding product offering. It also represents an area of opportunity for Centene, and most importantly, for the members we serve. The senior population is large and growing, expected to reach 95 million by 2060, according to the U.S. Census Bureau. We are working diligently to solidify our partnerships with physicians and other healthcare providers across the country to help deliver value to our current and future members. Our goal is in large part to improve our members' experience and overall well-being.

The Medicare Advantage Five-Star Quality Rating System, developed by the Centers for Medicare & Medicaid Services (CMS), aims to elevate accountability of health plans and serves as a roadmap to shape Centene's Medicare Advantage program in a way that makes it easier for clinicians to work with us and assists them in helping our members lead their healthiest lives. Each year, the CMS Star ratings spotlight the good work our plans perform across the country and identify opportunities where we can improve our operations, our provider partnerships and, ultimately, our members' well-being. We consistently take what we learn from the Star ratings to shape our program in ways that help members more easily achieve their healthcare goals. Changes we institute, such as those outlined to the right, are designed to boost those ratings.



We created the role of Chief Quality Officer to oversee and streamline quality within our organization and positioned it under our Chief Operating Officer. Additionally, we increased staff in our appeals and call center departments to improve operations and our members' experiences.



We launched an effort to standardize and streamline our quality processes and implemented real-time operational dashboards to track key performance metrics. We also invested in new technology to enhance our access to clinical data around gaps in care, and we committed to integrating the company's numerous quality platforms into a single unified workflow.



We are focusing on strengthening our partnerships with physicians and other healthcare providers by aligning goals, expectations, and incentives. We also expanded our provider network to offer our members increased access to care by providing more choices in how, when, and where they receive care.





Empowering our Members

Members Empowered to Succeed (METS) Program: Research shows that many individuals living with a mental illness prefer to receive services in their own community, which allows them to remain employed and maintain relationships that facilitate increased personal and social recovery.

Centene’s METS program focuses on each member’s specific needs, coordinating with providers to create a recovery roadmap that is as individual as each member. This is known as clinical care shaping, which results in improved health outcomes due to increased medication adherence, coordination of care, discharge planning, and focus on the member’s resiliency factors.

HEALTH EQUITY AND WELLNESS

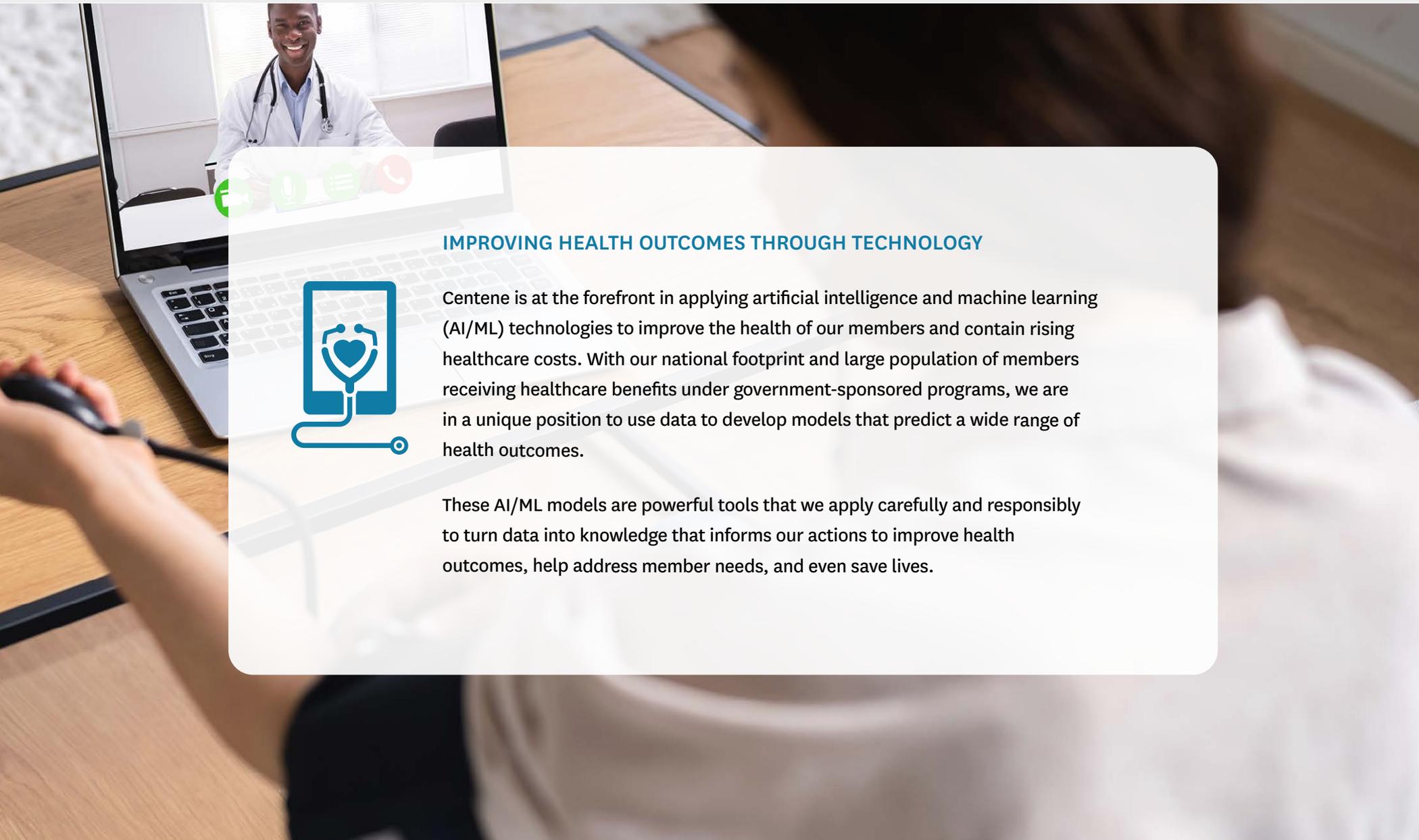
Removing barriers to healthcare has been an essential element of how we have cared for our members for nearly 40 years. We remain committed to advancing health equity within our health plans, in the communities we serve, and among our provider networks and strategic partnerships. Centene’s Health Equity and Wellness Council advises our health plans on how we 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.



Health Equity Dashboard: Our Health Equity Dashboard presents performance across 15 healthcare effectiveness measures by race, ethnicity, and geography and allows us to easily recognize health disparities and changes over time.

Maternal Care Equitable Access: It has been proven that infant and maternal mortality and pregnancy-related complications can be reduced by increasing access to quality care. Centene’s award-winning, evidence-based maternity program, Start Smart for Your Baby[®], not only provides care management for at-risk pregnant members but is committed to ensuring they have access to providers who can support their individual needs. To address health inequities faced by many communities, Start Smart for Your Baby[®] includes the option of in-person and virtual doula services. Focusing on communities where birthing parent and infant health disparities are prominent, the use of local doulas gives members additional access to a care provider, addresses cultural barriers and unconscious bias, and improves maternal and infant health outcomes.





IMPROVING HEALTH OUTCOMES THROUGH TECHNOLOGY

Centene is at the forefront in applying artificial intelligence and machine learning (AI/ML) technologies to improve the health of our members and contain rising healthcare costs. With our national footprint and large population of members receiving healthcare benefits under government-sponsored programs, we are in a unique position to use data to develop models that predict a wide range of health outcomes.

These AI/ML models are powerful tools that we apply carefully and responsibly to turn data into knowledge that informs our actions to improve health outcomes, help address member needs, and even save lives.





AI/ML MODELS USED THROUGHOUT CENTENE AND THE PROGRAMS THEY SUPPORT:



NEST

Machine learning technologies are used as a supplement to member, provider, and partner data to help care managers identify those members who are most at-risk of SDoH-related adverse health outcomes. Our NEST (Neighborhood, Economic, and Social Traits) model uses member data, characteristics of the neighborhoods in which members live, detailed individual demographics, and other public and internal data to help care managers predict and identify members most at-risk of poor health outcomes. When our care managers connect with members with high NEST risk scores to assess their needs, these members are much more likely to report one or more SDoH needs or barriers to care that we can assist in reducing or removing.



Choose Tomorrow

Suicide attempts and deaths are a healthcare system-wide challenge in the United States. At Centene, we adhere to the Zero Suicide principle - that suicide deaths for individuals engaged with the healthcare system are preventable. Aspiring to achieve this outcome, our Choose Tomorrow[®] program pairs the suicide risk model with continuous, industry-leading training that includes best practice suicide prevention tools and resources. The training provides intervention strategies to care managers using evidence-based approaches and equips them with the knowledge to proactively engage an at-risk individual. Launched in 2021 in one community, Choose Tomorrow is now in 17 states and is expected to continue growing.



HALO Program

Centene's HALO (Health Assistance, Linkage, and Outreach)[™] Program uses evidence-based predictive modeling to identify and prevent members at risk of developing a substance use disorder (SUD) and/or opioid use disorder (OUD) and treat those already abusing substances to avoid worsening of symptoms by connecting members to necessary care. These interactions may involve a members' providers, family members, pharmacist, and any additional influencers who can facilitate optimal treatment access and adherence to foster positive health behaviors. Members benefit from reduced risk of developing a SUD, increased treatment and recovery success for those with SUD, and proactive outreach and intervention tailored to members to meet them at the right time, with the right treatment.





HEALTHCARE ACCESS & AFFORDABILITY

PROVIDER ACCESSIBILITY

Centene’s Provider Accessibility Initiative (PAI), designed in collaboration with the National Council on Independent Living (NCIL), aims to transition healthcare delivery into a fully accessible system for everyone, while improving the accuracy and transparency of disability access data in provider directories. The PAI’s Barrier Removal Fund (BRF) offers in-network providers the ability to receive funding for enhancements to their healthcare facilities that will increase access and ease of care for patients with disabilities. Selected applicants are awarded grant money to fund projects that will directly benefit those with disabilities and their companions. Since 2018, the BRF has contributed over \$2 million in grants to 240 providers across 14 states.

In 2022, Centene, NCIL, and three Centene health plan affiliates partnered to continue the BRF in Georgia, Michigan, and Texas.



Providers received funding for an array of projects, which included getting accessible exam tables and weight scales designed specifically for patients with disabilities, purchasing programmatic accessibility items such as noise-cancelling headphones and weighted blankets, and building Americans with Disabilities Act (ADA)-compliant structural improvements such as handrails, wheelchair ramps, and automatic doors. Each of these projects played a vital role in improving healthcare facility access for people with disabilities.

Since 2018, the BRF has contributed:



over **\$2 million** in grants



to **240 providers**



across **14 states**





In 2022, Centene partnered with various telehealth vendors to provide over **13 million virtual visits** to Centene’s members.

Early results show member engagement increased



with Digital Care Management

VIRTUAL CARE

Centene recognizes that virtual care not only helps ensure continuity of care but can enhance and optimize our members’ physical and behavioral healthcare experience. Through national telehealth partnerships, we aim to deliver high-quality, patient-centered care in the way that works best for our members – easily accessible and when they need it. In 2022, Centene partnered with various telehealth vendors to provide over 13 million virtual visits to Centene’s members. We are planning to further expand our virtual care network with a focus on holistic delivery of care, which includes adding specialty providers such as pediatric therapy, reproductive health, and substance use treatment.

Centene’s care management teams also utilize virtual tools to enhance member experience. Digital Care Management (DCM) is an interactive platform that offers simple and real-time chat interaction to increase member engagement, promotes active involvement in the management of a member’s own health, and provides an alternative care management



approach for members who prefer digital outreach. It provides members with a digital option to help address their health needs through a cloud-based member mobile application with real-time progress updates, clinical alerts, and chat capabilities.

Early results show member engagement increased 60% with DCM; additionally, DCM members are engaged an average of 15 days/month through the application’s reminders, articles, surveys, messaging, and encouragements vs. 3 days with telephonic care management. Members in DCM also show an overall 88% self-service engagement rate with the mobile application and care programs.



VALUE-BASED CARE

Value-based models of care are foundational to the interactions we have with our network providers. Centene is working with providers across our product offerings to implement value-based care programs, enabling providers to share in a percentage of savings through improving the overall quality of care. As value-based care is still developing in the Medicaid and Health Insurance Marketplace (Marketplace) products, our focus has been on the initial growth of value-based care and establishing proper alignment of risk arrangements with our providers.

Our value-based care programs continue to evolve, and we are transitioning our focus to a balance of growth and performance. Our performance focus includes reducing avoidable healthcare costs, improving clinical performance, and improving results on industry standard quality metrics. We focus on incentivizing primary care providers to further enhance care for our members by providing information and wrap around support, such as claims, member experience, and discharge information via detailed reporting packages.

To enable equal access to the clinical benefits driven by value-based care, we work with a variety of provider entities and third-party facilitators to help with the aggregation of small primary care provider groups and individual care providers. These smaller practices tend to care for members in rural or less mature managed care markets. Additionally, we have identified vendors who may be better equipped than primary care providers to manage certain conditions, and we are pursuing risk models with them.

Percentage of members in value-based contracts by product as of 12/31/2022:



Medicaid
2023 Target: 43%



Medicare Advantage
2023 Target: 47%



Marketplace
2023 Target: 11%





SOCIAL DETERMINANTS OF HEALTH

Social determinants of health (SDoH) are economic and social conditions, such as education access and quality, economic stability, and food deserts, that can impact a person’s health status, and are often at the core of health disparities among the underserved and vulnerable populations Centene serves. In fact, social health drives a vast majority of health outcomes. We’ve understood the impact of socioeconomic conditions on health outcomes since our founding, and we remain committed to removing barriers to health as part of our core philosophy. Centene and its health plans are employing innovative partnerships and technologies to deliver impactful social health strategies and outcomes.

Our approach to identifying and addressing social needs is holistic and leverages our key strengths. We apply our highly local and system-level engagement, advanced analytics, population health capabilities, and health equity lens to improve health outcomes. Our work with members, local community partners, and provider groups drives highly local and system-level engagement to help better respond to specific community priorities. In fact, Centene’s locally focused structure empowers our health plans to act to address specific SDoH barriers that impact the communities they serve.



Over **1.5 million** members screened for SDoH in 2022





ADDRESSING SDOH IN OUR COMMUNITIES

Insights from our health plans, community partners, providers, and our data-informed approach help inform local initiatives that impact the members and communities we serve.

Our state health plans develop tailored, local programs and campaigns to best support their members. For instance, housing instability and homelessness are highly reported member needs across many states. Our investments in supportive housing placement services help members experiencing housing instability have a safer and more stable living situation.

This in turn drives great improvement in several health priorities. For example, safe and affordable housing alleviates crowding and makes more household resources available to pay for healthcare and healthy food, which leads to better health outcomes. High-quality housing also limits exposure to environmental toxins that impact health. Additionally, stable and affordable housing supports mental health by limiting stressors related to financial burden or frequent moves. Investments we've made in permanent housing solutions leverage a whole health approach, such as integrating on-site kitchen facilities to improve nutrition.



OREGON: The Trillium Community Health Plan supportive housing program helped participating members experience a 53% decrease in overall healthcare costs, a 26% decrease in emergency department utilization, and a 55% decrease in inpatient hospital stays.



CALIFORNIA: Health Net partnered with Community of Los Angeles Recuperative Care (COLARC) and the Communities Actively Living Independent & Free (CALIF) to pilot a medical respite program for Health Net members experiencing homelessness. After discharge from the hospital, this population had housing for ongoing medical care and support for navigating needed social services. This also prevented at least 30 emergency department readmissions.



TEXAS: Superior HealthPlan successfully piloted having a Housing Coordinator position dedicated to navigating the housing system, which targeted more stable housing and improved health outcomes for members experiencing homelessness.





Centene looks at all healthcare interventions and outcomes through an equity lens, recognizing there is no “one size fits all” approach.



HEALTH EQUITY AND SDOH

Centene looks at all interventions and outcomes through an equity lens, acknowledging disparities and working toward equity across factors such as race, geography, and socioeconomic status. We understand there is no “one size fits all” approach to solving these complex issues.

Our Health Equity Improvement Model is one example of a Centene initiative tailored to each community by our local health plans. We gather member data through collaboration across multiple Centene business units to develop an accurate picture of health equity issues in a market. We then collect and analyze qualitative data to make sure it matches the quantitative data by purposefully engaging local stakeholders and partners who have a role in various domains of member health. Using these data sources, we identify geographic zones where we can focus our work with local stakeholders to address inequity by building credible, trust-based relationships and designing member, community, and provider-level interventions.



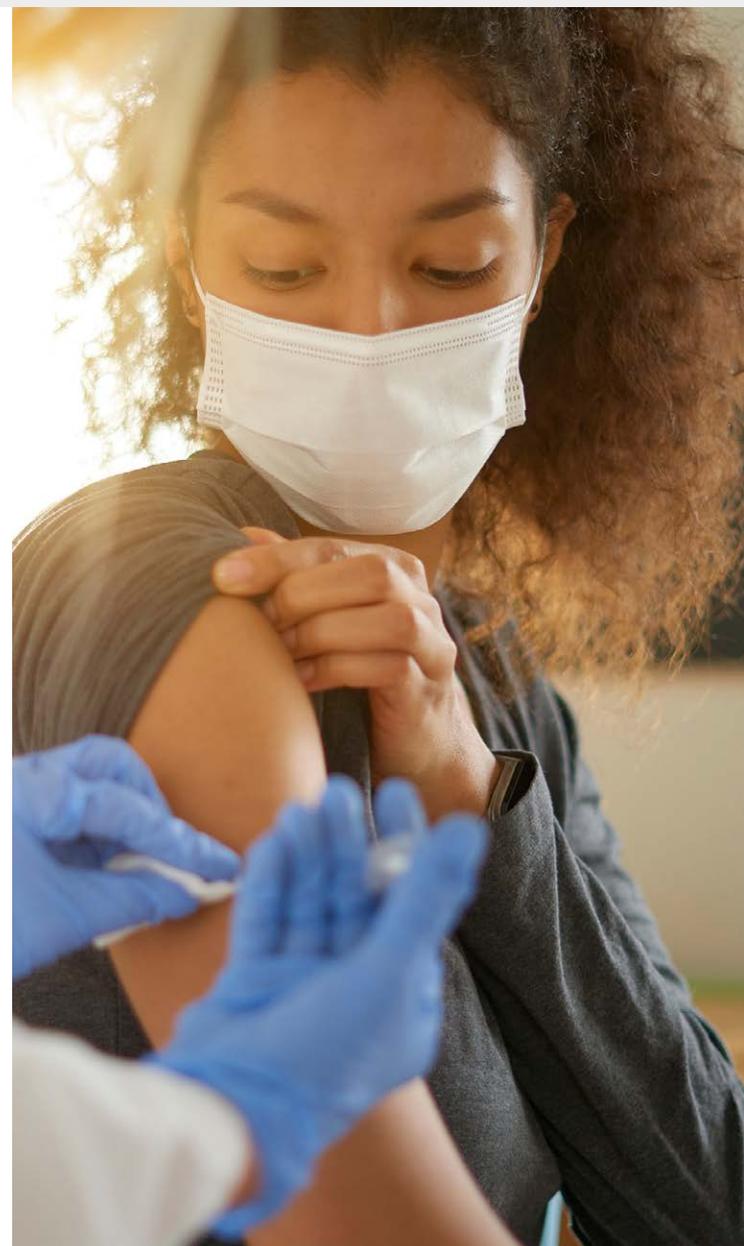


RESEARCH AND DEVELOPMENT

The Centene Center for Health Transformation™ is an industry-academic partnership where pressing issues in healthcare inspire creative solutions that are tested by world-leading experts. We strive not only to apply our findings to Centene’s member and provider-focused programs, but also to disseminate this knowledge to others in the industry. Since 2019, the Centene Center’s researchers have completed more than 30 manuscripts for publication, and in 2022, the Center supported 23 studies across important areas like vaccination, medication adherence, and behavioral health.

Last year, we worked with our partners at Duke’s Center for Advanced Hindsight to study how race and factors of trust impacted COVID-19 and flu vaccine attitudes. The findings from this study have already been put to work through microtargeted messaging campaigns that are working to increase vaccine uptake within Centene’s diverse membership. In addition, our research partners at Washington University helped us understand why parents and caregivers were hesitant to take their children to well-child visits during the pandemic and how providers could best ease those concerns. These lessons are helping us prepare for the future state of COVID-19 or other epidemics.

The Centene Center continues to push the boundaries of our work by helping teams across the enterprise solve problems and nudge members towards healthier behavior. In 2023, we intend to expand our research partnerships to providers and health systems to ensure that Centene remains poised to intentionally, efficiently, and effectively answer the next big questions in healthcare.





PUBLIC POLICY STRATEGY

As the nation’s largest Medicaid managed care organization, the number one carrier in the Health Insurance Marketplace, and with a growing Medicare Advantage presence, particularly for lower-income seniors, Centene is a leading authority on public policy health care solutions. Our members depend on government-sponsored health care and often live near or below the poverty level. The unique needs and perspectives of our members drive our public policy priorities.

Centene supports sustainable public policies designed to improve the whole health and lives of the individuals and communities we serve. Even as a nationwide company, we believe health care solutions need to be locally informed. Centene’s leaders enable us to provide a full spectrum of diverse perspectives and knowledge in the development of proactive federal and state policy positions.

Centene closely monitors and develops public policy changes that impact members’ access to quality healthcare. For example, the COVID-19 pandemic has significantly impacted the economy, accelerated the reliance on technology to deliver healthcare, and generated a number of temporary policy solutions to support vulnerable populations. Centene has worked to help our members continue to access the solutions and health care more broadly even as the policy environment evolves, including: supporting the extension of the expanded premium tax credits that help make Marketplace coverage affordable; supporting increased demand for both telehealth and behavioral health; and working closely with our state and federal partners and Medicaid members to ensure they are enrolled in the most appropriate coverage at the end of the Public Health Emergency.



Advancing Environmental Resilience

The well-being of our planet is vital to the health of our members, employees, and the communities where we live, work, and serve. We know that changes in climate impact everyone, though the results can often be disproportionately felt by the vulnerable populations we serve. As a national leader in government-sponsored healthcare and a trusted pillar in our communities, we treat with great care the solutions, both small-scale and large, that help meet the needs of our members and the environment.



ENVIRONMENTAL SUSTAINABILITY

*Environmental sustainability is an integral part of Centene’s day-to-day business operations. Our **Environmental Guiding Principles** serve as the foundation for our environmental and climate initiatives. These guiding principles include commitments to the following:*



Reducing our consumption of natural resources and greenhouse gas emissions



Pursuing projects that generate beneficial climate and environmental impacts beyond the Centene enterprise



Measuring and disclosing environmental performance

Centene’s direct environmental impacts stem primarily from our real estate portfolio. To reduce our energy consumption and greenhouse gases, Centene has made investments in building initiatives intended to promote earth- and climate-friendly environments. For example, our global headquarters in St. Louis includes native plantings and green roofing, which decreases energy consumption, reduces stormwater runoff, and mitigates the urban “heat island” effect. Furthermore, we have measured our scope 1, 2 and 3 greenhouse gas (GHG) emissions in alignment with the Greenhouse Gas Protocol. Centene’s scope 1 and 2 operational GHG footprint consists of operating our buildings and operating company-owned transportation, while our scope 3 GHG footprint includes indirect emissions occurring in our value chain, such as those related to purchased goods & services, business travel, and employee commuting.

GHG Emissions (mt CO2e)	2019	2020	2021	2022
Scope 1 GHG emissions	30,362	28,801	36,667	26,862
Scope 2 GHG emissions (location-based)	109,433	116,947	113,122	90,101
Scope 3 GHG emissions	2,884,494	2,823,520	1,868,213	2,016,819

Emissions for our baseline and subsequent years reported have been adjusted for significant acquisitions and divestitures. Additional details regarding GHG emissions can be found in our Task Force on Climate-related Financial Disclosures (TCFD) Indices and CDP responses.



Real Estate Optimization

As part of the adoption of a more modern, flexible work environment in 2022, we began reducing our real estate footprint by establishing strategically located talent hubs in communities we serve. The talent hub locations are designed to support enhanced workforce flexibility for improved in-office work, collaboration, and engagement among our teams. A result of our enhanced workforce flexibility is a reduction in daily employee commuting and the need for physical office space, which both lead to lower emissions and energy consumption.





WASTE REDUCTION AND RECYCLING INITIATIVES

To reduce the amount of waste we generate, we have implemented recycling and waste management practices throughout our facilities and encourage employees to refuse, reduce, reuse, and recycle. These practices include:



ECOSERV: Centene is working with programs like InstallNET’s EcoServ to resell, reuse, and recycle office furniture for buildings or spaces that are no longer in use, resulting in over **a million pounds*** of waste diverted from landfills.

**According to EcoServ’s Program Impact Report for January – December 2022*



PRINT OPTIMIZATION: Centene has established a multi-year workstream focused on electronic document delivery to enhance our member journeys and lower costs. We estimate that this initiative helped us save over **70 million sheets** of paper in 2022, leading to reduced waste and carbon emissions.



GUCKENHEIMER: Guckenheimer, Centene’s café food service provider, 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 2022, Centene’s corporate office in St. Louis composted an estimated **24,000 pounds** with our food waste diversion program.





Read more about our climate change measures and initiatives in our [2022 TCFD Index](#)

ENVIRONMENTAL IMPACTS ON HEALTH

By better understanding the impacts of things like climate change, Centene supports a healthier environment for everyone, now and in the future.

Because our company’s carbon impact is relatively limited, our climate risk assessment process generally focuses on the impact of climate change to our more than 27 million members. In 2022, we issued our second [Task Force on Climate-related Financial Disclosures \(TCFD\) Index](#), which includes discussions about our governance structure, strategy, risks and opportunities, and metrics related to managing climate change.

We also utilized our risk management capabilities to identify the impacts of climate change under two warming scenarios and refresh our assessment of climate-related risks and opportunities.

For more chronic environmental impacts, Centene’s Innovation Team, external partnerships, and nationwide initiatives are designed to address our members’ ability



to deal with issues like gradual air quality degradation and rising temperatures. For more severe events that could impact thousands of members simultaneously, such as extreme weather and natural disasters, Centene’s corporate and local teams have access to advanced analytics capabilities that can identify and proactively reach out to potentially impacted vulnerable members, such as those involved in care management plans or requiring critical prescriptions.

After a severe weather event, our business continuity plans can be activated to allow our team members to continue serving our members and help address critical needs.



BENEFITING THE ENVIRONMENT THROUGH PARTNERSHIPS

At Centene, we recognize that the populations we serve are often disproportionately impacted by environmental factors. By paying special consideration to the environmental impacts of our partnerships with other businesses, non-profits, and our communities, Centene works to create transformational change.



When working to address food insecurity, Centene health plans have sponsored community gardens and organized farmers markets to provide members with locally sourced fresh fruits and vegetables.

On issues like housing, Centene health plans have worked with non-profit partners to provide housing for members that meets environmental review standards for pollution reduction and sustainability.

Federally Qualified Health Centers (FQHCs) provide comprehensive health-related services to underserved areas or populations. During the COVID-19 pandemic, Centene created a Medicaid Telehealth Partnership to help FQHCs provide telehealth services to our most vulnerable members. Through this partnership, Centene provided equipment, technical assistance, and training for FQHCs. To date, millions of Centene members have utilized our enhanced telehealth services.

This partnership has reduced the barriers our most vulnerable members face in accessing healthcare while simultaneously benefiting the environment by reducing greenhouse gas emissions attributed to transportation for services that can be provided virtually.



When working to address food insecurity, Centene health plans have sponsored community gardens and organized farmers markets to provide members with locally sourced fresh fruits and vegetables.





STEPPING UP WHEN DISASTER STRIKES

In 2022, Centene’s corporate and local team members activated to help our neighbors, including in:

Mississippi: Centene’s Magnolia Health Plan helped provide drinking water and hand sanitizer when heavy rainfall and flooding impacted water treatment plants in Jackson.



California: Our Health Net team members acted quickly to establish a 24/7 hotline to address critical healthcare and prescription needs for members impacted by wildfires.



The Southeastern United States: After Hurricane Ian brought catastrophic damage, flooding, and power outages to multiple states, several corporate and health plan teams activated immediately to ensure members, providers, and communities were safe and supported. Hundreds of volunteers from Centene’s Sunshine Health Plan in Florida were deployed to help with packaging, transporting, and distributing necessities, including water, diapers, and food, alongside our community-based partner organizations. Sunshine also offered its facilities to support relief efforts, such as serving as temporary distribution and service centers.



Serving Our Communities

At Centene, we maintain a steadfast emphasis on transforming the health of our communities. Whether it's through successful programs and initiatives that help our members get well and stay well or in how we engage with our valued team members, we are proud to serve our communities and work with local partners to support healthier individuals and families.





Diversity, Equity & Inclusion

At Centene, diversity, equity and inclusion (DEI) is fundamental to who and what we are — flowing directly from our mission and purpose. The values of DEI help inspire and inform our work across our enterprise as well as in the communities we serve. When our workforce reflects the diversity of our members, we are better able to serve them and ensure that healthcare is accessible, equitable, and effective.

DEI IS IN OUR DNA

TALENT

We cultivate our diverse workforce through attracting talent, growing leaders, and rewarding performance. Our data confirms our continued progress in developing solutions that improve recruitment and retention of historically marginalized populations. During 2022, Centene achieved a 4% increase in hiring for all people of color, as well as a 3% increase in hiring of women. Leadership representation for women and Black employees increased at the supervisor+ level and remained stable for Hispanic and Latino leaders.

To best grow and maintain our talent pipeline, we use strategic recruiting efforts, employee engagement programs, and resources to support employee well-being. Partnerships with external leadership development programs, including McKinsey Connected Leaders, the St. Louis Business Diversity Initiative Fellows Experience, and Harvard Women in Leadership, help us improve visibility and opportunity for women and people of color.



EMPLOYEE PROGRAMMING

Keeping our workforce engaged requires intentional touchpoints with DEI messaging, initiatives, and programming. During the past year, the DEI Office created 65 new DEI learning resources including a *DEI Learning Journey*, *Understanding Intersectionality*, and *Neurodiversity in the Workplace*. More than 12,000 hours of DEI trainings were completed, with a customer experience metric (Net Promoter Score) of 86.6. The DEI Office also delivered virtual events throughout the year focused on topics ranging from History & Heritage Months and mental health issues to the inaugural DEI & Health Equity Summit. Thousands of colleagues across the enterprise joined these events to expand their awareness about issues and engage in meaningful dialogue focused on strengthening Centene’s inclusive culture.



During 2022, Centene achieved a 4% increase in hiring for all people of color

At the director level,

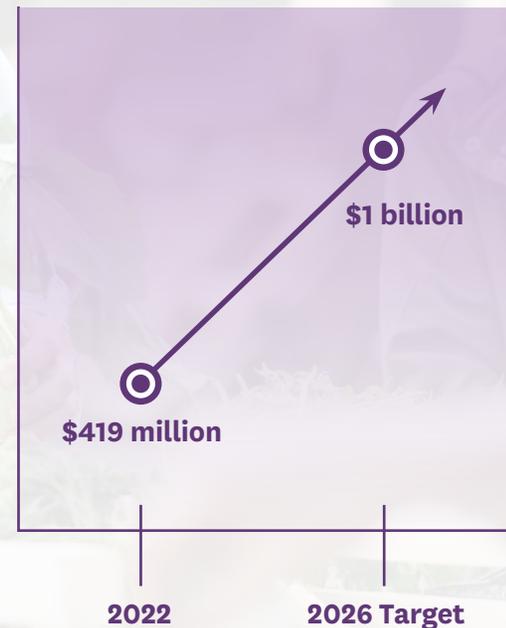


SUPPLIER DIVERSITY

Centene understands the value of local, focused initiatives in the communities we serve and their power to improve lives. We also understand that our procurement dollars can make a significant difference in increasing the wealth of the communities where those dollars are spent.

We are committed to investing in communities not only through partnering with providers, but also with businesses that reside in the communities we serve. We are intentional about spending with diverse businesses because owners with cultural backgrounds similar to those of our members help us better understand and serve our members' needs. This approach also builds a diverse supply chain of multiple vendors to improve our resiliency across several facets, helping us manage disruptions. This multi-faceted strategy creates additional focus and drives value to Centene's partnerships year after year.

Diverse supplier spending*

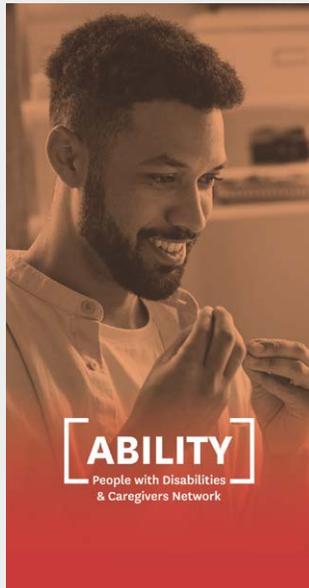


*Centene US only spend (does not include international vendors). Centene reviews its vendor base for new diverse suppliers annually.

EMPLOYEE INCLUSION GROUPS

Centene’s five Employee Inclusion Groups (EIGs) are highly engaged, employee-led collaboratives that drive equity and inclusion at all levels of the organization. In 2022, more than 15,000 team members were members of an EIG, representing 18% of our eligible workforce. Through professional and leadership development opportunities, mentorship, community impact initiatives, and contributions to business innovation, our EIGs continue to make Centene a best-in-class workplace. This year, EIGs embraced intersectional allyship with their programming and initiatives, building awareness of how the unique gifts of each community can be leveraged to advocate for others.

The groups collaborated on programs for topics such as career planning, gender equity, mental health, and suicide prevention and recovery. These events provided new perspectives to our employees, while encouraging them to think meaningfully about how they could leverage their unique experiences into strategies that support and uplift others.





TEAM MEMBER HEALTH AND CAREER DEVELOPMENT

Transforming the health of our communities starts with ourselves.

We are better able to serve our members and their families when we are at our best. That is why we make our team members’ well-being and development a top priority. Through workplace flexibility featuring primarily remote and hybrid work arrangements, future-focused talent hubs optimizing collaboration for in-person assignments, and a comprehensive benefits package, we provide our valued team members the resources and opportunities to care for themselves and to do their best work in the ways that work best for them.

MAINTAINING A HEALTHY WORKFORCE

Centene offers a comprehensive benefits package with wellness programs that focus on whole health, from preventive care to emotional wellness. We recently expanded our parental and caregiver leave benefits, providing up to 14 weeks of fully compensated time off for parents who have given birth and up to 6 weeks for caregivers. In addition to time away from work, we provide the following whole health-focused benefits:



Our Employee Wellness Program, Healthy Pathways, offers many ways for employees to learn more about their health, sleep, nutrition, steps, financial well-being, and other activities to improve their whole health.



Centene’s Employee Assistance Program (EAP) is available to all team members, providing confidential, free resources to help employees manage work, life, and everything in between. In addition to the EAP, Centene offers resources to help team members maintain a healthy work/life balance and ways to manage stress, improve happiness, and develop resilience.



Financial Wellness Webinars are provided by our 401(k) plan administrator and are designed to enhance financial literacy and encourage planning to support employees’ financial goals.





INVESTING IN OUR PEOPLE

We are steadfastly committed to the continuous growth and development of our people. Available to team members across the enterprise, Centene University offers a variety of programs and resources on topics such as leadership, operations, technology, mentoring, and career development. We encourage all team members to continually build new skills, seek out new ways to grow professionally, and find fulfilling career opportunities within our organization. In 2022, 35% of our open positions were filled with internal hires.

Annually, all employees participate in Centene’s career development cycle, which includes self-evaluations, performance conversations, and goal setting. Centene’s revised strategic pillars provide employees additional direction on foundational Centene objectives and create opportunities to align career development goals to organizational objectives. For our People Leaders, Centene offers a performance development toolkit and other resources to help leaders coach their teams and achieve individual goals as part of their growth and development plans.

Plus, the Centene Institute for Advanced Health Education® provides jointly accredited continuing education to improve the skills, strategy, and performance of our healthcare teams. Team members are encouraged to engage in the Centene Institute’s interprofessional continuing education program, which includes on-demand learning, instructor-led seminars, and team-based clinical education focused on a variety of topics.

EMPLOYEE ENGAGEMENT

As a result of employee feedback, Centene was re-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. Employees were also invited to participate in Shaping Centene pulse surveys, a series of enterprise-wide surveys seeking employee feedback on what is most important to them. This ongoing initiative provides opportunities for employees to provide feedback on various topics throughout the year, such as People Leader effectiveness, company culture, and diversity, equity & inclusion. Our employee engagement goal is to exceed the Fortune 100 benchmark, which was 82% in 2022. Centene continues to surpass this goal for employee engagement, with a favorability score of 88% in our Fall 2022 survey.



COMMUNITY ENGAGEMENT, INVESTMENT, AND OUTREACH

We are proud to be a trusted neighbor and corporate citizen. A central element of our business strategy and how we engage with our communities involves our focus on holistic wellness. That principle has shaped our approach to community investments, paving the way for Centene to continue our support of long-term and far-reaching initiatives centered on three main areas of focus: healthcare access, education, and social services.

In partnership with our local health plans, the Centene Charitable Foundation, Centene’s philanthropic arm, supports organizations that are dedicated to improving community health. Our partnerships amplify our impact by addressing multiple aspects of health, including improving access to health facilities and services and helping remove the barriers that may prevent individuals from accessing care.



Centene 2022 Giving Snapshot



Companywide Giving
(Direct Investments in 2022) = **\$41.8 million**



Volunteer Hours =
10,981



Centene is partnering with Community Health Development, Inc. to bring a new community center to Uvalde.

SUPPORTING UVALDE

Within days of the devastating tragedy at Robb Elementary School in Uvalde, Texas, Centene and our Texas health plan, Superior HealthPlan, were on the ground supporting the community. Centene and Superior joined Community Health Development, Inc. (CHDI), a Federally Qualified Health Center, to organize a wellness fair for the Uvalde community, which featured routine vaccinations for children, medical and dental checkups, and back-to-school supply giveaways. In addition, we offered a Trauma-Focused Behavioral Therapy Training for Uvalde-area providers and provided financial support to the Uvalde Together Resiliency Center.

In December, the Centene Charitable Foundation and Superior furthered that support by announcing an investment in a new state-of-the-art multipurpose community center in Uvalde. In partnership with CHDI, the community center will serve as a whole health resource for the entire Uvalde community and its surrounding region. Expected to be completed in late 2024, the new community center will house space for primary medical care, behavioral health services, youth development resources, college or job preparation training for students, retail space for local businesses, and a tranquility garden honoring the victims.



COMMUNITY ENGAGEMENT COLLECTIVE IMPACT

In 2022, Centene team members from 45 states supported a companywide Collective Impact effort — community service projects that positively affected thousands of people across the country. The collective effort focused on three main areas: providing care packages to enhance the well-being of those served by several community partners, assembling activity bags to bring joy to pediatric patients, and addressing food insecurity.

Through funding provided by the Centene Charitable Foundation, team members from **40 states partnered with Project Helping to personalize more than 1,000 Kynd Kit care packages.** Team members used creativity, heart, and understanding to support the mental well-being of a diverse group of individuals in unique circumstances including children in foster care, veterans, women in career transitions, and individuals facing housing instability or homelessness.

By partnering with **Project Sunshine**, also funded by the Centene Charitable Foundation, team members positively impacted health outcomes for more than:



Centene team members supported the health and wellness of individuals and families through community service events focused on advancing food security in local communities, such as:

-  Packing over **300,000 pounds of food** at local foodbanks in 22 states;
-  Preparing **pantry-restocking welcome kits** that were delivered to young military families in California;
-  Volunteering with organizations including **Meals from the Heartland, Food Bank of Iowa, and River Bend Food Bank** to help provide meals across Iowa; and
-  Providing **fresh fruits, vegetables, lean meats, nutrition education**, and other resources to underserved communities in New Hampshire.

Living Our Values

Being a leader in healthcare means doing things the right way, each day. To ensure we're always at our best, we embrace and foster a culture of accountability that is shaped and supported by Centene's Board of Directors, our Business Ethics & Code of Conduct, and a system of policies and procedures that encourage our team members to be responsible stewards of our brand and company.



GOVERNANCE AND ACCOUNTABILITY

Over the last several years, our Board has taken important steps to implement stronger governance practices, make meaningful Board refreshment changes, enhance shareholder rights, and demonstrate our commitment to ESG best practices. In 2022, Centene’s Board committees were restructured to further support governance and accountability through their various directives:



The **Audit and Compliance Committee** provides oversight of financial reporting (including aspects related to ESG), internal controls, compliance with legal and regulatory requirements, business ethics and conduct, and policies with respect to risk assessment and risk management, including information technology risks.



The **Compensation and Talent Committee** is responsible for approving compensation plans, policies, and programs as well as overseeing the Company’s strategies relating to human capital management.



The **Governance Committee** identifies and evaluates potential directors, leads the Board in its annual performance review, proposes corporate governance guidelines, and makes recommendations to the Board regarding the Company’s position on issues relating to environmental and social responsibility and key public policy issues.



The **Value Creation Committee** assists with long-term value creation, technology (including cybersecurity strategy), digitization and artificial intelligence strategy, and quality and member experience (including Star ratings strategy).



Learn more about Centene’s governance structure in our [2023 annual proxy statement](#).



SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

Suppliers are essential to the success of our business and the members we serve. Centene’s procurement function manages over \$8 billion of spending in products and services that support our information technology, operational activities, and internal corporate functions.

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 relationships with our suppliers, focused on meeting the needs of our members and maintaining ethical and compliant sourcing.

Centene has high expectations of our suppliers as detailed in our [Vendor Code of Conduct](#). In 2022, we further integrated sustainability criteria into risk and performance assessments of suppliers. Using a proprietary supplier sustainability questionnaire, Centene’s procurement team assessed the sustainability

performance of strategic suppliers, selected based on spend and criticality to our organization. The questionnaire covered six main dimensions: general sustainability; sustainable procurement; fair business practices; labor & human rights; diversity, equity & inclusion; and supplier diversity. As Centene’s indirect environmental impacts are largely connected to our supply chain and the goods and services we purchase, we also used the supplier sustainability questionnaire to understand and track our strategic suppliers’ progress on environmental and climate-related strategy and actions.

Based on responses to the questionnaire, suppliers were scored on a scale of 0-100, with 85% receiving a satisfactory score. Suppliers who received a less than satisfactory score were notified, and the procurement team is engaging further to foster improvement as necessary. In 2023, Centene will continue to mature its supplier sustainability assessment process and increase engagement with strategic suppliers.





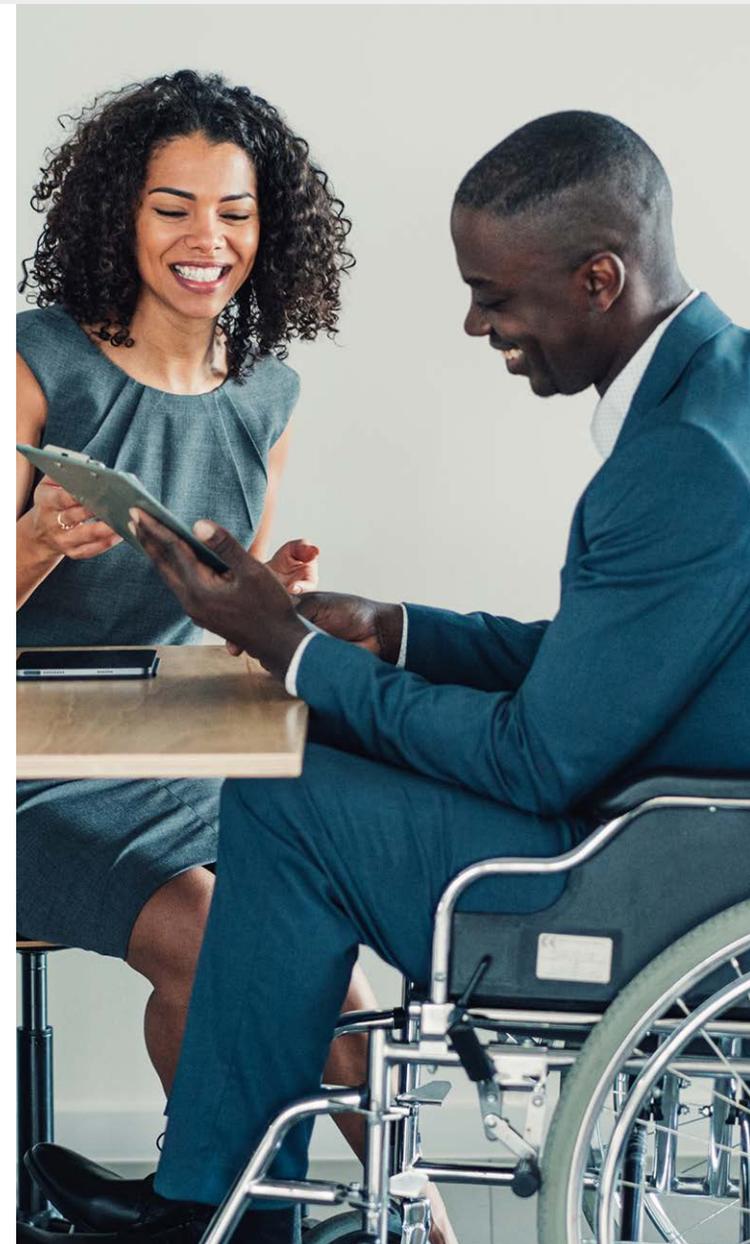
ETHICS AND COMPLIANCE

Centene is deeply committed to integrity, ethical decision-making, and regulatory compliance across all of our businesses. In 2022, Centene appointed a new Chief Ethics & Compliance Officer, who has enterprise-wide responsibility for leading Centene’s Ethics and Compliance Program. The Program is designed to ensure our company maintains appropriate training, monitoring, oversight, and enforcement of compliance laws, regulations, and administrative rules, in order to continue meeting the expectations of our government partners, providers, and members.

While no policy can replace the thoughtful behavior of an ethical director, officer, or employee, we issue and follow a [Business Ethics and Code of Conduct \(BECC\)](#) that, along with our culture of compliance, focuses our Board, management, employees, and stakeholders on areas of ethical risk, offers guidance for recognizing and responding to ethical issues, outlines mechanisms by which to report ethics or compliance concerns, and fosters a culture of honesty and accountability.

Annually, all team members, including part-time team members and contingent workers, complete training and an attestation affirming they have read and understood the BECC. Additionally, all are required to complete either a People Leader or individual contributor training on maintaining an inclusive and responsible workplace. Both trainings ensure team members understand how to report workplace concerns, such as harassment or discrimination, and the People Leader training further covers how to properly manage reports of harassment or discrimination.

Our BECC places an affirmative obligation on all team members to report suspected or identified misconduct, and we maintain a 24/7, independently operated ethics and compliance helpline to facilitate immediate reporting. Centene maintains a strong non-retaliation policy and fosters an environment where transparency and raising concerns in good faith is encouraged.





RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

AI/ML technologies can be powerful tools that help our business partners and us advance healthcare access, affordability, and quality. In the United States, access to quality healthcare and good health are not distributed equally across our population. Given this baseline inequality, we must be careful not to reproduce and exacerbate its effects on the care that we provide to our members. Industry experience has demonstrated that AI/ML methods can learn and replicate existing inequalities and must be used responsibly and ethically to improve the health of all our members. To combat inequity, we have established a standardized review process to ensure all of the models we use are subject to strict quality assessment and bias testing before being deployed to influence decisions about the care our members receive.

Every member care-related AI/ML model that is a candidate for deployment must meet established technical standards and be tested to ensure it is free from bias and applied in a responsible manner. Models go through a systematic review process to ensure the model produces results that are useful, accurate, fair, and avoids reproducing social, economic, and health disparities and related prejudices. These reviews are conducted by our Data Science Governance Committee which is comprised of data science and analytics leaders, information technology leaders, and senior technical experts. During these reviews, the models are tested for appropriateness, performance/accuracy, and freedom from bias.

Once approved by the Data Science Governance Committee, models can be moved into production and integrated into our systems for use in providing the best quality care to our members. After deployment, these models are subjected to continuous performance monitoring through our model health dashboard. This process allows early identification of models that are degrading in quality or where group disparities are arising. When these issues arise, models are re-trained, re-evaluated, and re-deployed.





HUMAN RIGHTS

At Centene, we believe in conducting our business affairs in accordance with the standards and rules of ethical business conduct, which includes zero tolerance for the denial of basic human rights. In 2022, Centene conducted human rights due diligence covering Centene’s direct operations. The human rights due diligence process covered the following rights for Centene’s members and employees:

- Freedom of association and the effective recognition of the right to collective bargaining
- Child labor
- Forced labor
- Non-discrimination in respect of employment and occupation
- Safe and healthy working environment
- Working conditions
- Freedom of expression
- Right to participate in cultural life
- Access to water and sanitation
- Digital security & privacy
- Gender equality and women’s rights
- Rights of indigenous peoples
- Rights of refugees and migrants

Based on the risk mitigations in place, the human rights due diligence indicated no high residual risk for the assessed member and employee populations. Going forward, we intend to mature our human rights processes to include remediation, engagement with stakeholders, training, and expanding the scope of our assessed stakeholders.



Goals and Principles for a Better World of Healthcare

Centene is 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.

Additionally, 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, which helps bring clarity to the decisions, transactions, practices, and encounters that affect every aspect of healthcare services.





DATA PRIVACY AND SECURITY

As a healthcare organization serving nearly 1 in 15 individuals across the nation, Centene is committed to earning the trust of our members, employees, and business partners by responsibly managing and protecting their confidential information. As technology continues to advance and more information is digitized, security and privacy practices are increasingly critical to protecting confidential information. To support governance, controls, and transparency, our information security and privacy programs are embedded in our enterprise-wide risk management practices. Centene’s Chief Security and Privacy Officer is responsible for overseeing cybersecurity within the company and reporting security and privacy matters to Centene’s senior management and in turn the Board of Directors.

We are committed to complying with all applicable laws and regulations that govern the access, use, and management of confidential data. Our privacy policies guide the collection and use of member data, describe the measures we take to protect information, and detail how members may initiate inquiries and raise concerns regarding the collection, sharing, and use of their personal data. Additionally, our programs are assessed annually in compliance with the HIPAA Privacy and Security Rules, HITECH Act, and GDPR. Our information security program conforms with ISO 27001 and is certified by an accredited organization. Our Enterprise Data Privacy Program further describes the measures we take to protect confidential information and how individuals may exercise their data privacy rights under applicable regulations.

To further protect our members and business partners, all team members including contractors are required to complete annual information security and privacy training, with additional specialized role-based training provided as necessary. Centene’s security awareness and training program, “Centene SECURE,” provides valuable protection utilizing multiple communication channels to increase awareness, deliver security training, and help ensure team members understand Centene’s security obligations and responsibilities. [Learn more about our Enterprise Data Privacy Program.](#)



CENTENE'S ESHG LEADERSHIP

To keep us progressing forward, we depend on oversight provided by the Governance Committee and Audit and Compliance Committee of Centene's Board of Directors. The Governance Committee oversees the management of risks related to environmental and social importance and makes recommendations to the Board regarding our company's position on key issues relating to environmental and social responsibility. The Audit and Compliance Committee oversees the Company's ESG financial reporting disclosures.

Enterprise Risk Committee (ERC): The ERC is a cross-functional governance group chaired by the Chief Ethics & Compliance Officer and is composed of members of the executive leadership team. The ERC 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.

Enterprise Risk Management (ERM) Team: Centene's ERM team has two functions. Designated members of the ERM team have primary responsibilities for ESHG activities, including maintaining Centene's ESHG strategic framework, identifying and monitoring environmental and climate-related risks, obtaining and reporting metrics related to environmental, social, health, and governance matters, and facilitating external and

internal communications, including learning opportunities offered to team members.

ESHG Champions Network: The ESHG team maintains relationships with leaders from key business units, which enables information sharing across the organization. This set of leaders is responsible for advancing our ESHG strategy across the enterprise and recommending enhancements to Centene's ESHG capabilities.

Climate Change Task Force (CCTF): The CCTF consists of organizational leaders with specific knowledge related to climate-related business considerations. To further advance our work around climate-related risks, the CCTF meets as needed to identify climate-related issues, outline climate change scenarios, assess transition and physical factors, and determine mitigation actions.





BOARD OF DIRECTORS

H. James Dallas

Chairman of the Centene Board of Directors, Retired Senior Vice President Quality and Operations of Medtronic

Sarah M. London

Chief Executive Officer, Centene

Orlando Ayala Δ

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

Jessica L. Blume Δ◇

Retired Vice Chairman of Deloitte LLP

Kenneth A. Burdick

Chairman and CEO of LifeStance Health Group, Inc.; Former Executive Vice President of Products and Markets of Centene Corporation; Former Chief Executive Officer of WellCare Health Plans, Inc.

Christopher J. Coughlin Δ

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

Wayne S. DeVeydt Δ◇

Executive Chairman of Surgery Partners, Inc.; Former Executive Vice President and Chief Financial Officer of Anthem, Inc.

Frederick H. Eppinger ◇

President and Chief Executive Officer of Stewart Title Guaranty Company

Monte E. Ford

Principal Partner for the Chief Information Officer Strategy Exchange (CIOSE); Former Chief Executive Officer for Aptean; Former Chief Information Officer for American Airlines

Richard A. Gephardt

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

Lori J. Robinson ◇

Retired United States Air Force General

Theodore R. Samuels

Retired President of Capital Guardian Trust Company

William L. Trubeck Δ

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

Δ Member of the Audit and Compliance Committee

◇ Member of the Governance Committee



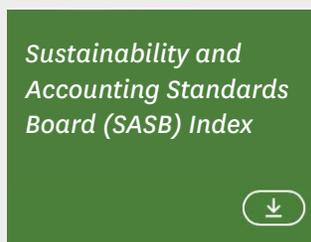
Appendices



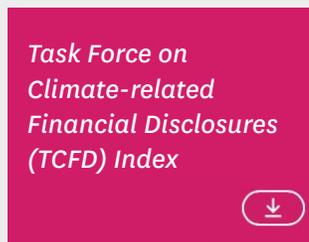


APPENDICES

COMMUNITY REPORTS



SASB Index



TCFD Index



DEI Report

The period of coverage for this report is January 1 through December 31, 2022, and performance data includes combined data for Centene Corporation and its subsidiaries unless otherwise noted.

PERFORMANCE DATA TABLE

	2021	2022
Environmental		
Environmental Sustainability	<i>(stated in mt CO2e)</i>	
Scope 1 GHG emissions	36,667	26,862
Scope 2 GHG emissions (located-based)	113,122	90,101
Scope 3 GHG emissions	1,868,213	2,016,819

Emissions for our baseline and subsequent years reported have been adjusted for significant acquisitions and divestitures. Additional details regarding GHG emissions can be found in our TCFD Indices and CDP responses.





	2021	2022
Social		
Full-time equivalent (FTE) employees	72,500	74,300
New hires ¹	6,714	12,305
Diversity, Equity & Inclusion		
% Female ²	76%	77%
% People of color ²	48%	48%
% of workforce identifying as having a disability ¹	10%	11%
EIG participation ¹	15%	18%
Supervisor+ positions held by women ²	65%	66%
Supervisor+ positions held by those who identify as people of color ²	36%	36%
Diverse supplier spend ³	\$346 million	\$419 million
Employee Health and Well-Being		
Safety incident rate ⁴	0.24	0.19
Employee partnership & development		
Employee engagement ¹	81%	88%
Voluntary turnover rate ²	18.2%	14.6%
Employees covered by collective bargaining agreements ²	Less than 1%	Less than 1%
Community Outreach, Engagement, and Investment		
Companywide giving	\$61.6 million	\$41.8 million
Employee volunteer hours	3,391	10,981
In-kind giving	\$440,000	\$368,000

¹Workforce data includes all full-time and part-time U.S. employees (excluding non-integrated companies).

²Workforce data includes all full-time and part-time U.S. employees (including non-integrated companies).

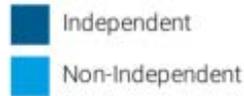
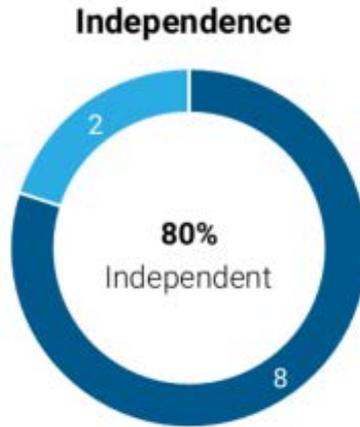
³Centene US only spend (does not include international vendors).

⁴Data includes all U.S. subsidiaries except for correctional.



	2021	2022
Health		
Total membership	25.8 million	27.1 million
Medicaid members	15.0 million	16.0 million
Medicare members	1.3 million	1.5 million
Marketplace members	2.1 million	2.1 million

Governance – A Snapshot of Our 2023 Director Nominees



GOALS AND PRINCIPLES FOR A BETTER WORLD OF HEALTHCARE

Since 2020, Centene has been a participant of the United Nations Global Compact, a set of 10 principles focused on the areas of human rights, labor, environment, and anti-corruption. We are committed to embodying these principles within our enterprise and sharing our progress in an annual [Communication on Progress](#).

The United Nations Sustainability Development Goals (SDGs) 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 10 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.



[About Centene](#)
[Social Determinants of Health](#)
[Environmental Impacts on Health](#)
[Community Investment](#)



[Social Determinants of Health](#)
[Community Engagement Collective Impact](#)



[Healthcare Quality](#)
[Healthcare Access & Affordability](#)
[Social Determinants of Health](#)
[Research and Development](#)
[Public Policy Strategy](#)



[Community Investment](#)
[Community Engagement Collective Impact](#)



[Diversity, Equity & Inclusion](#)
[Team Member Health and Career Development](#)



[Supplier Diversity](#)
[Team Member Health and Career Development](#)



[Health Equity and Wellness](#)
[Healthcare Access & Affordability](#)
[Social Determinants of Health](#)
[Diversity, Equity & Inclusion](#)



[Health Equity and Wellness](#)
[Environmental Sustainability](#)
[Community Investment](#)



[Real Estate Optimization](#)
[Waste Reduction and Recycling Initiatives](#)
[Supplier Diversity](#)
[Supply Chain Management and Sustainability](#)



[Environmental Sustainability](#)
[Environmental Impacts on Health](#)

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 connection with completed and future acquisitions and dispositions, our 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 design and price products that are competitive and/or actuarially sound including but not limited to any impacts resulting from Medicaid redeterminations; 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; our ability to accurately predict and effectively manage health benefits and other operating expenses and reserves, including fluctuations in medical utilization rates; competition, including our ability to procure our contracts and grow organically; the timing and extent of benefits from our value creation strategy, including the possibility that the benefits received may be lower than expected, may not occur, or will not be realized within the expected time periods; disruption, unexpected costs, or similar risks from business transactions, including acquisitions, divestitures, and changes in our relationships with third parties; impairments to real estate, investments, goodwill, and intangible assets; the risk that the election of new directors, changes in senior management, and any inability to retain key personnel may create uncertainty or negatively impact our ability to execute quickly and effectively; membership and revenue declines or unexpected trends; rate cuts or other payment reductions or delays by governmental payors and other risks and uncertainties affecting our government businesses; changes in healthcare practices, new technologies, and advances in medicine; increased healthcare costs; inflation; 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; 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 Centene Pharmacy Services (formerly Envolve Pharmacy Solutions, Inc. (Envolve)), as our pharmacy benefits manager (PBM) subsidiary, within the reserve estimate we previously recorded and on other acceptable terms, or at all, or whether additional claims, reviews or investigations will be brought by states, the federal government or shareholder litigants, or government investigations; 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 or dispositions; any changes in expected closing dates, estimated purchase price, and accretion for acquisitions or dispositions; restrictions and limitations in connection with our indebtedness; a downgrade of the credit rating of our indebtedness; the availability of debt and equity financing on terms that are favorable to us; 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.



7700 Forsyth Boulevard
St. Louis, MO 63105
(314) 725-4477 | centene.com

Published March 2023