





As a company that brings quality care to people every day, we didn't need a pandemic to remind us that our business and social purposes are inextricably linked.

As a company that earns top scores for governance and a company that has prioritized diversity for decades, we didn't need a pandemic to remind us that **who we recruit** and **how we operate** are essential to mounting sudden, massive responses when medical crises hit.

When the worst public health emergency of our lifetimes erupted in our communities, we responded with courage, strength and resilience. Our commitment always remained to provide care that was safe and compassionate. We supported our people when they were needed most; we deployed rigorous safety measures that enabled us to maintain staff infection rates in the single digits; and we focused on protecting everyone who walked through our doors.

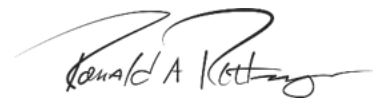
The pandemic has been very personal to us. We had countless employees volunteer to fly into areas experiencing surges because they wanted to be present where they could do the most good. Patients sent us letters about how our people provided human care along with medical care. And we were equally moved by our colleagues who made our frontline work possible, whether disinfecting employees' vehicles for their commutes home or working long hours to get food and equipment moved quickly, safely and in large volumes.

I hope you remember these things as you read this report, which we are pleased to launch for the first time this year. It, like this letter, provides only a short summary of all of the ways our people, our operations, our facilities management and our governance combine to generate sustainable financial results as we work to make the world a better place.

We focus this report around four key priorities:

- **Elevating our people** by providing support, career advancement opportunities and a culture that embraces inclusivity where everyone belongs.
- **Minimizing our impact on the environment** through dedicated programs we are formalizing this year.
- **Giving back to our communities** and tailoring our support around local and national causes.
- **Ensuring effective governance** to maintain accountability to these commitments and proper alignment between our business and social purposes.

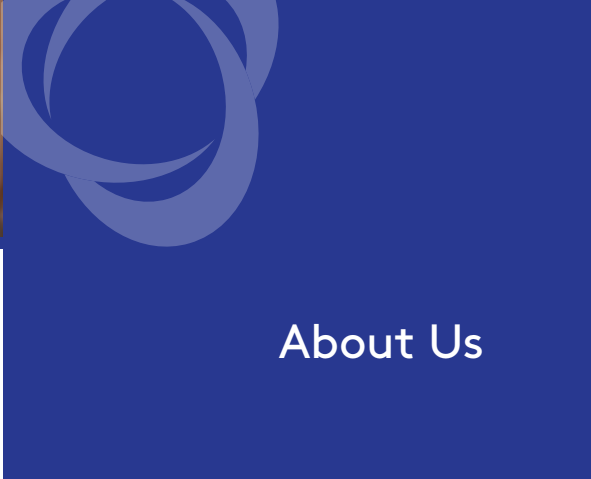
We are a Community Built on Care – a very large and always evolving community. Thank you for being a part of it.

A handwritten signature in black ink, reading "Ronald A. Rittenmeyer".

"...we didn't need a pandemic to remind us that **who we recruit** and **how we operate** are essential to mounting sudden, massive responses when medical crises hit."

Table of Contents

About Us	6	Ensuring Effective Governance	35
Mission, Vision and Values	7	Governance Practices and the Board	36
Our Businesses	8	Commitment to Compliance	39
Our Reach	9		
Our Impact	10		
Our Partners	11		
Our Response to COVID-19	12		
Elevating our People	14		
Our Commitment to Diversity and Inclusion	15		
Supporting our Teams	18		
Stories of Resilience	22		
Minimizing Our Impact on the Environment	25		
Building a Sustainable Future	26		
Giving Back to our Communities	30		
National in Scope, Local at Heart	31		





Mission, Vision and Values

We changed Tenet's mission, vision and values in the fall of 2019 to better reflect the organization's purpose-driven culture.

Our Mission is to provide quality, compassionate care in the communities we serve.

Our Vision is to consistently deliver the right care, in the right place, at the right time and to be a premier organization to work, where patient care and saving lives remain our focus.

Our Values define who we are, what we stand for and what we CARE about.

Compassion and respect for others and each other, supporting our communities and advocating for our patients

Acting with integrity and the highest ethical standards, always

Results delivered through accountability and transparency

Embracing inclusiveness for all people in our workplace and the communities we serve

Whether we're helping a family welcome a new child, registering a patient for surgery or training the next generation of clinicians – we do our jobs with heart and consistent with deeply-rooted core values. Across our network, each role is integral to our mission.

Our Businesses

Tenet's operations include three businesses – our hospitals and related entities, United Surgical Partners International (USPI) and Conifer Health Solutions (Conifer).



Hospital Operations

Leading hospital system with branded locations in urban and suburban communities, offering a full range of services and expertise

- Acute care and specialty hospitals
- Primary and specialty care clinics
- Diagnostic imaging centers
- Micro-hospitals
- Off-campus emergency departments



USPI

Distinctive platform delivering quality and convenience for ambulatory surgery; lowers the cost of care for patients and the healthcare system

- Ambulatory surgery centers
- Surgical hospitals
- Partnerships with 50+ not-for-profit health systems and close to 5,000 physicians



Conifer

Providing clients with high-touch revenue cycle management services and value-based care solutions

- 650+ clients (health systems and hospitals, physician groups, health plans, other)
- \$25 billion in net patient revenue managed annually
- Care management support for ~6M people through value-based care services



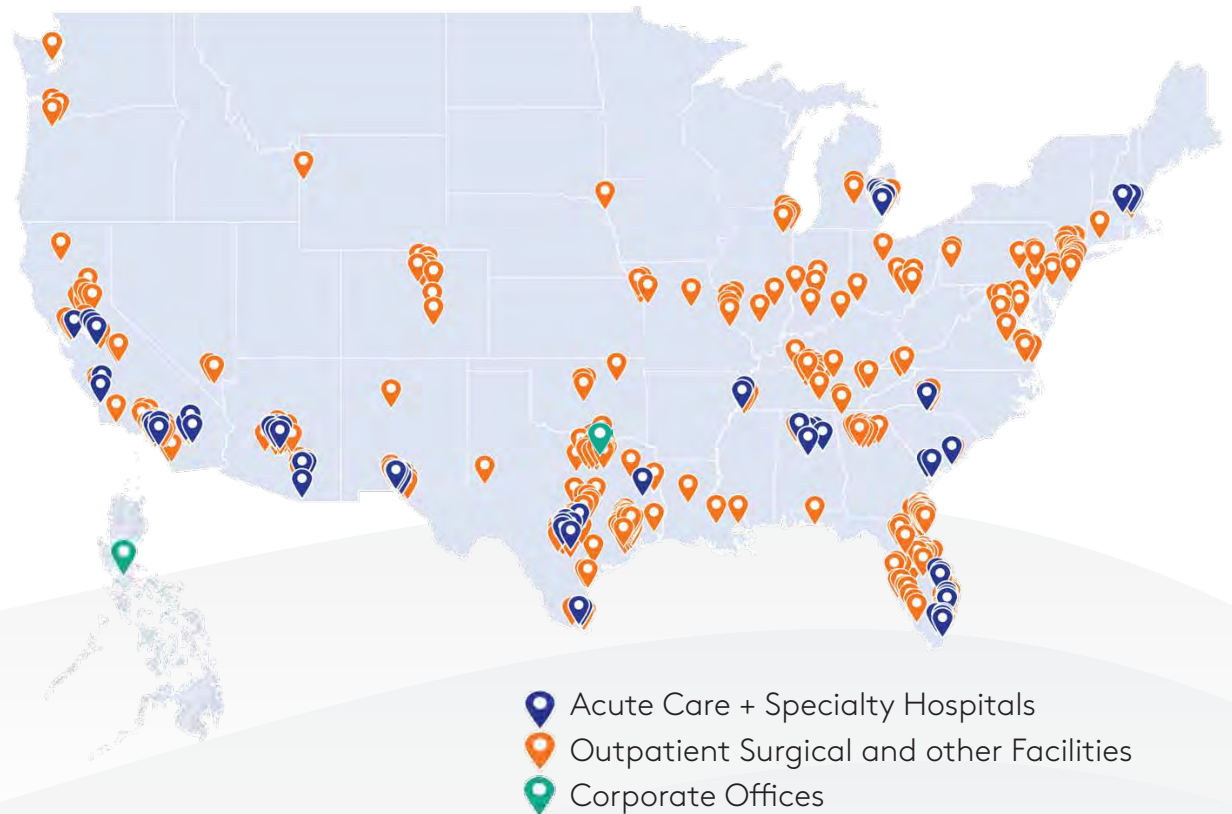
Our Reach

We have multiple access points in some of the fastest-growing metropolitan areas in the U.S.

Our service lines are tailored to the needs of each community we serve, both through our hospitals and USPI facilities.

Headquartered in Dallas, Texas, we also have a global business center in Manila in the Philippines.

A complete list of our facilities can be found [here](#).



Note: Map and facility counts as of Dec. 31, 2020.

Our Impact

Our impact reaches far and deep. We are differentiated by our people and top-notch services, with a profound effect along many dimensions.



65

Acute Care &
Specialty Hospitals



550

Outpatient Centers &
other Facilities



50+

Health System
Partners



~5K

Physician
Partners



8.6M

Patient Care
Encounters



110K

Team
Members



\$6.7B

Uncompensated Care for
our Communities in 2020



\$2M

Tenet Care Fund
Donations in 2020



Our Partners

Through USPI, we are a trusted ambulatory partner for close to 5,000 physicians and more than 50 health systems. USPI's three-way joint venture partnership model has been a key differentiator for the business, enabling us to grow alongside some of the most progressive and well-respected medical providers.



"Continuity between the organizations has played a significant role in achieving a cohesive response throughout the pandemic."

— Baylor Scott & White Health on working with USPI during COVID-19

A Collective Resilience in Responding to COVID-19

The COVID-19 pandemic has presented some of the most difficult challenges we have ever witnessed for our business, our healthcare workers and our families.

The response demonstrated by our caregivers and staff has been nothing short of heroic. They have worked tirelessly on the frontlines and through a support network to adjust to a fluid and uncertain environment. They have always demonstrated compassion for patients and fellow team members, as well as a determination to keep our communities safe and bring us all to the other side of this crisis.

We have adapted our response at every step, including facing reduced demand for services from the shut-down of elective care across our network earlier in the pandemic, investing in the establishment of COVID-safe infrastructure throughout our hospitals and facilities, managing surges in many of our communities and supporting our healthcare workers in providing excellent care to our patients at all times.

Notwithstanding these difficulties, our hospitals have remained operational 24 hours a day, seven days a week. Our ambulatory centers also have provided a safe and critical access point for surgical and other care.

Led by top clinicians, infectious disease experts and emergency management professionals, our Incident Command Center has served as the hub of our response effort. This has included close coordination with every hospital and care facility and thoughtful calibration of strategy.

Our response has also been informed by the use of custom, real-time dashboards, allowing us to constantly have a pulse on critical metrics, such as supply inventory, PPE, medication, equipment and ICU availability. We are particularly proud that we have maintained staff infection rates in the single digits during the pandemic.

Every day, but especially during this challenging time, our team members have led by example and done what they have been called upon and trained to do – with honor and professionalism.



Our employees have always demonstrated compassion for patients and fellow team members, as well as a determination to keep our communities safe and bring us all to the other side of this crisis.

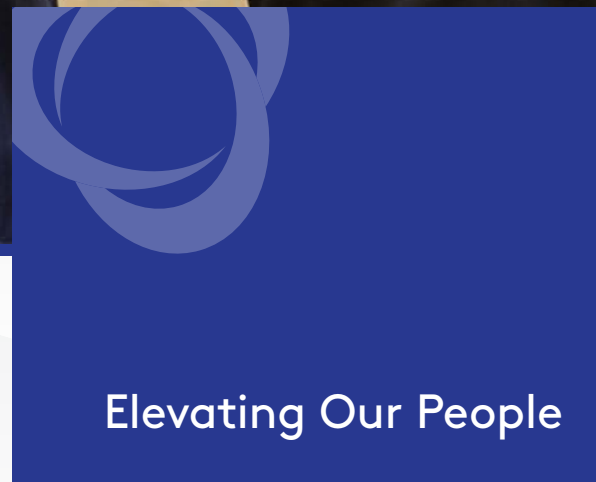


Vaccination Rollout Focused on Access and Education

We stood up countless vaccine clinics in our facilities and through partnerships with churches, educational institutions, city councils and state and local governments. We are focused on enhancing accessibility, educating on safety and bridging cultural disparity gaps. We are pleased to help our neighbors and their families, particularly those in underserved populations.

~225K COVID-19 vaccine doses administered through March 15, 2021

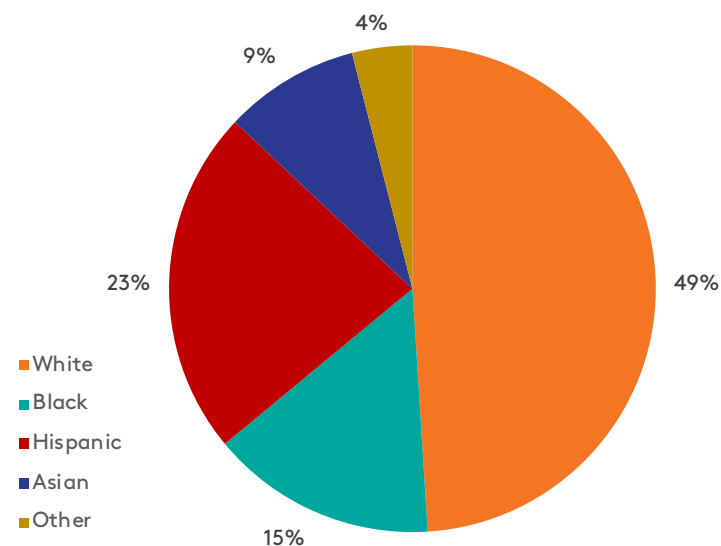
~117K people vaccinated since Dec. 2020



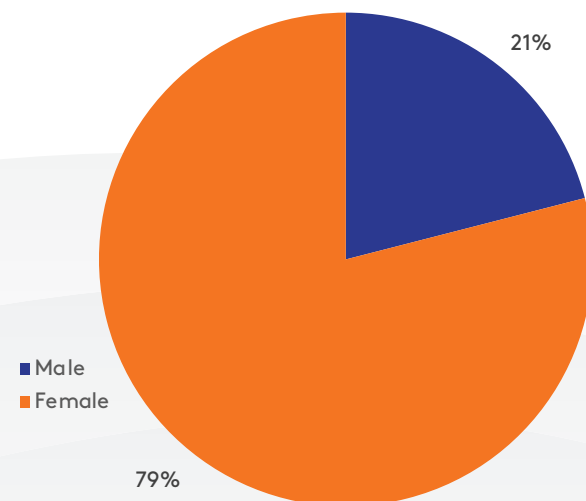
Embracing our Commitment to Diversity and Inclusion



Employee Population by Ethnicity



Employee Population by Gender



Workforce, Workplace and Community

We believe we are stronger when we are more diverse, in terms of our backgrounds, skillsets and experiences. The three pillars of our diversity and inclusion efforts center on:

- (1) The components of our **workforce** and ensuring broad representation;
- (2) A **workplace** where everyone can contribute to their highest potential; and
- (3) Connectivity with our **community** to reflect what makes each one unique.

We have a Diversity Council comprised of 10 leaders who represent all business units and support the Company's overall diversity and inclusion efforts, including in the areas of recruiting, talent development, new hire mentoring, employee resource groups, community partnerships and training and education.

Note: Tenet staffing data is as of January 2021. Other includes self-reported "Two or More Races," "American Indian or Alaskan Native," "Native Hawaiian or Other Pacific Islander" and undisclosed ethnicity.

Fostering Belonging and an Inclusive Culture

110K employees across the enterprise

51% of workforce is ethnically diverse

55% Board diversity based on gender and/or ethnicity

51% of new hires are ethnically diverse*

Employee Resource Groups

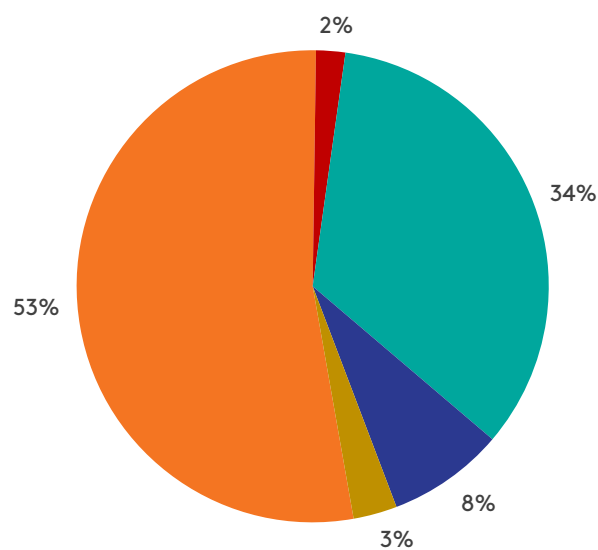
Our ERGs support team members with similar backgrounds or shared interests in the following groups: Women, African Americans, Hispanics, Asian/Pacifics, LGBTQ and Veterans. Each ERG has an executive sponsor to help in setting a unique mission and operating model.

Note: Represents all new hires across the company in 2020.

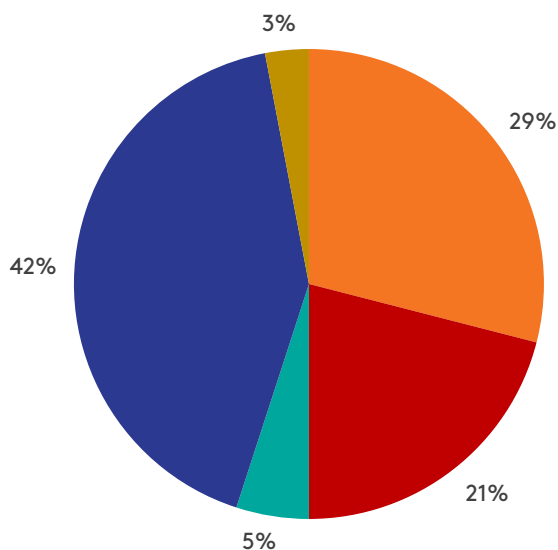
Reflecting our Communities

We continue to attract and retain a diverse talent pipeline to reflect the communities we serve. Our staffing in each of these key markets is proportional to or more representative of minority populations according to recent Census data.

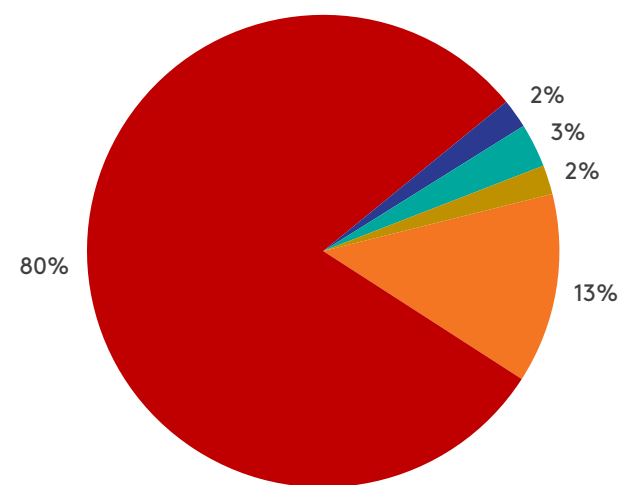
Detroit



Orange County



El Paso



White Black Hispanic Asian Other

Note: Tenet staffing data is as of January 2021. Comparisons to market data are based on 2019 Census data, the most recent Census data currently available. Other includes self-reported "Two or More Races," "American Indian or Alaskan Native," "Native Hawaiian or Other Pacific Islander" and undisclosed ethnicity.



Growth and Opportunity for our People

We provide resources, tools and support to our employees so they can serve our patients and customers in the best way possible. Through career development opportunities and benefits programs, our employees can find ways to grow personally and professionally, having an even greater impact on the communities we serve.

- Access to thousands of free classes through our online learning platform.
- Coaching and mentoring programs calibrated to stay current.
- Talent development and goal-setting.
- Leadership and executive management programs.
- Comprehensive benefits to foster an environment of support.
- Strong connection to our mission.

“While no protocol can prepare you for every situation, I was extremely proud of my team members for jumping into action and doing whatever needed to be done to save [this patient’s] life. This situation goes to show the very essence of what we live out every day— it’s not just our patients that we are committed to. Whether it’s our patient, our family member, or a member of the community, we care for everyone with the same urgency we would for our own family member.”

— A USPI team member from Mayfield Spine Surgery Center in Cincinnati, OH, on living the mission



Supporting the Veteran Community

When it comes to finding the best healthcare professionals, we look for individuals who are driven by a higher calling. People who act efficiently and effectively and want to build a better world. These are just a few of the traits we find in our nation's veterans.

We recognize the impact veterans' experiences have on the nature of our business, and we take pride in assisting our country's veterans with skill and experience equivalency mapping to ease their transition into successful civilian careers.

We look forward to providing team members with additional opportunities for development, mentoring and connectivity with other servicemen and women across the enterprise through our Veterans' employee resource group.

"After receiving my commission through ROTC into the Army Nurse Corps, I didn't have the intention of making the Army a career. I stayed over 20 years because of the opportunities and challenges continually presented to me. Now as Chief Nursing Officer, I continue to lead, develop and grow nurses and clinical teams while ensuring our patients and staff are well cared for. Certainly much of my success at Tenet I can attribute to my foundations as a leader and nurse in the Army."

— Theresa Horne, MBA, MSN, NEA-BC, System Chief Nursing Officer, LTC, U.S. Army Nurse Corps (ret.)

Support for Employees, from Employees

When an unanticipated crisis occurs, we offer resources to help employees manage and surpass life's challenges. Our benefits program includes a comprehensive employee assistance support system comprised of counseling services, financial guidance and legal aid. Additionally, employees can access [The Tenet Care Fund](#), a 501(c)(3) public charity that provides financial assistance to employees who have experienced hardship due to events beyond their control.



The Tenet Care Fund was founded by Tenet employees and exists primarily through the generosity of peers. Employees can access the fund when managing through natural disasters, extended illnesses or injuries and events like the unprecedented impact of the COVID-19 pandemic.



~\$2M

raised in 2020 to provide support to 1,100+ colleagues facing hardships from COVID-19 and other challenges.

~\$450K

granted in 2019 to ~250 recipients affected by California wildfires, Hurricane Dorian and Tropical Storm Imelda



Tenet Heroes Program

The Tenet Heroes program began in 2008 to recognize team members for their excellent service and compassion in caring for others. Nominated by fellow peers to receive this prestigious honor, our heroes represent the best of who we are and what we stand for.

Each year, a subset of peer-nominated heroes have been inducted into the Tenet Heroes Hall of Fame, the company's highest honor.

In 2020, we recognized over 90 heroes and 24 Hall of Fame winners for their contributions.



STORIES OF RESILIENCE



There have been countless stories of hope and recovery during the COVID-19 pandemic. The connectivity among teams in bringing our communities through this crisis has been nothing short of inspiring. A few of those stories are featured on the following pages.

Gina Willaford, CRNA
Jackie Lemm, CRNA
Jennifer Concepcion, RN
*Cape Health Surgery Center
Cape Coral, FL*

A team of nurses from USPI's Cape Health Surgery Center traveled to New York City to provide much needed support to the city in its battle against COVID-19. Each nurse took on new capacities in order to meet the needs of the community.

"Here, I've stepped back into my role as a medical ICU nurse, because that's where they need me," said one of the nurses in an interview with Fox4 in Southwest Florida at the time.

She went on to describe the environment of unity in getting through this difficult time. "It's amazing here how the lines have blurred between professions and jobs. You have no idea who the doctors, nurses, fellows, and residents are. It's just elbow to elbow. Everybody is just pitching in for the good of the patient and just to get through this."



Going where they were needed and when they were needed, as a team.



"You'll always be in my thoughts forever. I can't thank you enough..."

— A patient regarding Dr. Eskandari

Dr. Saeed Eskandari
Hospitalist and Internal Medicine Doctor
JFK Memorial Hospital
Indio, CA

Dr. Saeed Eskandari was the first doctor at JFK Memorial to take care of a COVID-19 patient. He has been in the business for 20 years, but says there isn't much that can prepare you for that encounter.

It was incredibly meaningful to Dr. Eskandari when he saw how much comfort it brought to that first patient to have a doctor there to care for him. After nearly a month, this patient fully recovered and went back to his home in Washington.

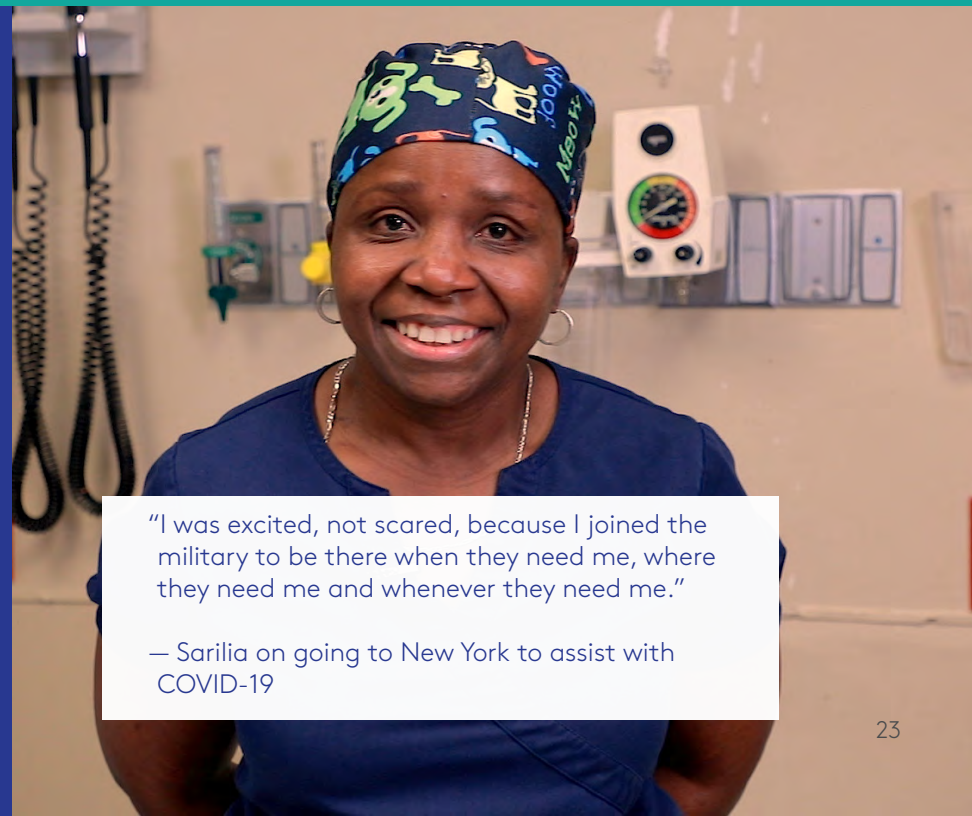
"You'll always be in my thoughts forever. I can't thank you enough for the support you gave me and the risk you took," said the patient.

As Chair of Infection Control at the hospital, Dr. Eskandari is the medical staff champion for COVID-19 processes supporting hospital staff and physicians.

Sarilia Therildor, RN
Airforce Reserve Captain
Delray Medical Center
Delray Beach, FL

Sarilia Therildor, RN, from the ER at Delray Medical Center, initially wanted to be a tax accountant because she loved numbers. When she was in business school, she worked at the Cleveland Clinic and quickly realized her calling was to be a nurse, but she was also passionate about giving back to her country. After she finished her bachelor's degree, she called the military hotline and said she wanted to join.

In April of this year, Sarilia was deployed to New York to help with the COVID-19 crisis.



"I was excited, not scared, because I joined the military to be there when they need me, where they need me and whenever they need me."

— Sarilia on going to New York to assist with COVID-19



Christen Mayer
 Senior Director, Clinical Quality Improvement and Infection Prevention
Tenet Healthcare HQ
Dallas, TX

Christen has been integral to the coordination of Tenet's COVID-19 response effort across all facilities. Working as a critical member of the Incident Command Center, she provides expertise in infection prevention, decontamination, employee health and the selection of safe personal protective equipment.

Many know her from their urgent calls, and she always answers the phone, day or night. She has been described by hospital leaders and peers alike as invaluable, thoughtful and dedicated.

Christen has demonstrated the utmost professionalism and has been particularly instrumental in our COVID-19 response along each step of the pandemic.

"She has been described by hospital leaders and peers alike as invaluable, thoughtful and dedicated."

Environmental Services Team
Northeast Baptist Hospital
San Antonio, TX

The 40+ person Environmental Services team at Northeast Baptist Hospital has remained busy during COVID-19, cleaning hospital common areas up to 50x per day. The team was well-equipped to take on the challenge, and as a result of their work, they were awarded the Hospital Spirit Stick. This is a testament to the impact they have had on patient care, as recognized by peers.

Belinda O'Neal, Director of Environmental Services, said some staff members have worked together for more than 10 years, and what stands out is the way they care for each other.

"The best comments are those that come from patients stating my staff had a positive attitude so it made their day, [...] or directors telling me that I have an awesome team," shared Belinda. "It's a great feeling making patients happy, putting a smile on their faces, soothing their tensions and lifting their moods."



"It's a great feeling making patients happy, putting a smile on their faces, soothing their tensions and lifting their moods."



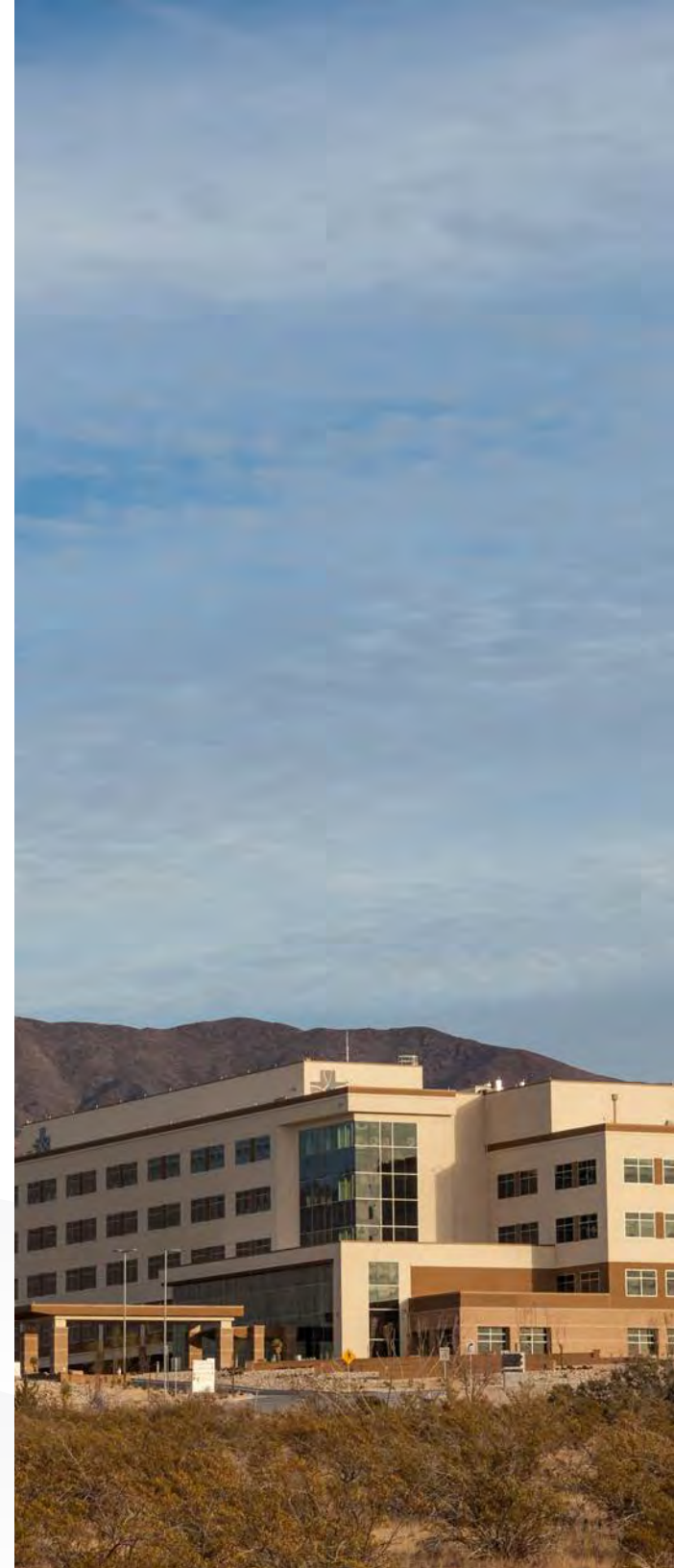
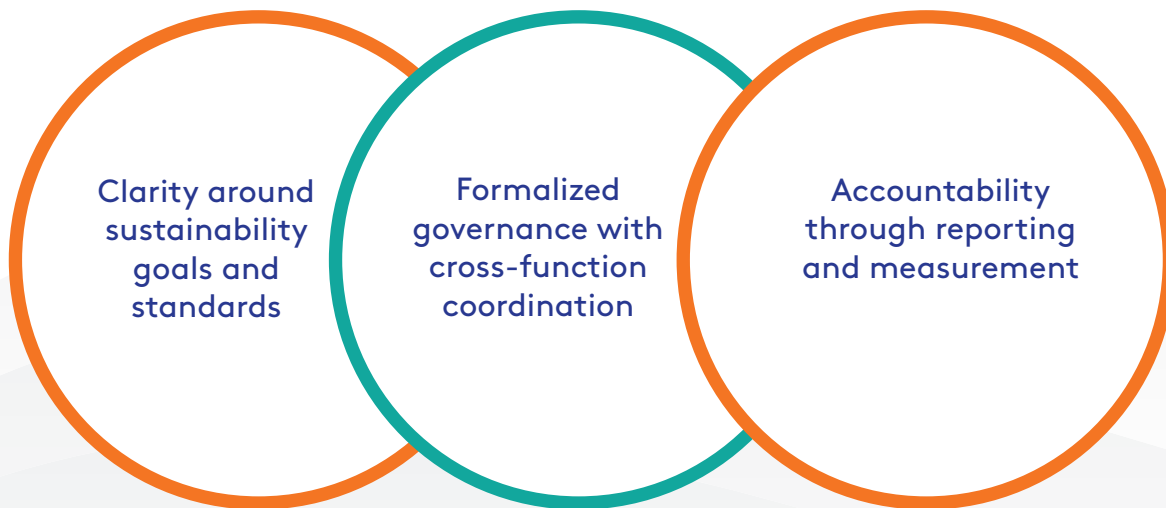
Minimizing Our Impact
on the Environment

Building a Sustainable Future

We understand and embrace the importance of integrating a sustainability mindset into the culture of the organization. This includes ramping-up efforts throughout 2021 as follows:

- Developing a clear definition of what sustainability means in the context of our operations and outlining objectives for the near and long term, including driving lower operating costs.
- Formalizing program governance as we recruit an Enterprise Director of Sustainability who will work across functions such as Operations, Construction and Design, Facilities Maintenance and Procurement.
- Targeting energy management improvements using in-depth studies we commissioned and establishing measurable criteria and benchmarking to evaluate performance.
- Implementing reporting standards to support ESG efforts and broader engagement activities.

A Sustainability-Minded Culture





Key Program Examples

Reducing resource consumption. We have begun to implement a 10-year energy management program across our portfolio, which includes conversions to LED lighting, retro commissioning, occupancy sensors and utility plant optimization. We are hopeful to conduct six to seven facility conversions per year, which we expect to reduce consumption between 5-7% annually at each facility. This is one example of our efforts that we expect to evolve over time.

Waste reduction. Our environmental waste initiatives focus on prevention of CO₂ emissions, recycling and regulated waste. Regulated waste streams, such as medical and pharmaceutical waste, as well the disposal of chemicals and batteries, are designed to ensure compliance with all applicable laws and regulations.

New construction. Tenet relocated its corporate HQ in late 2019. A significant renovation of the building included the use of LED lighting fixtures, energy efficient heating and cooling systems and waste recycling programs. We are also seeking LEED certification for the building. For other new facility construction, our policies mandate LED lighting as well as LEED-standard implementation and other energy efficiency measures.

Environmental solutions through partnerships. In 2021, we will become a member of Practice Greenhealth, joining other prominent health systems to implement healthcare sustainability and waste reduction programs. Practice Greenhealth is the leading membership and networking organization for sustainable healthcare devoted to delivering environmental solutions to hospitals and health systems across the country.

Reusable Sharps Container Program: Estimated Annual Impact

366K lbs
CO₂ prevented

600K lbs
plastic diverted
from landfills

54K lbs
cardboard recycled

Socially Responsible Partnerships with Suppliers

Supplier Diversity

Supplier diversity is part of Tenet's approach to responsible and sustainable sourcing, and we require our primary suppliers to share their diversity goals with us. It is our practice to provide equal opportunity for minority, women, veteran, service-disabled and small business enterprises to participate in the competitive bid process. Tenet has been increasing supplier diversity spend and will continue to grow this area through commercial, social and environmental supplier capabilities.


In addition, we are a member of the **HealthTrust Supplier Diversity Council**, which is made up of 12 health systems. The Council's mission is to ensure HealthTrust and its members maximize their supplier diversity initiatives by developing industry best practices and promoting diverse supplier opportunities.

Prohibitory Clauses

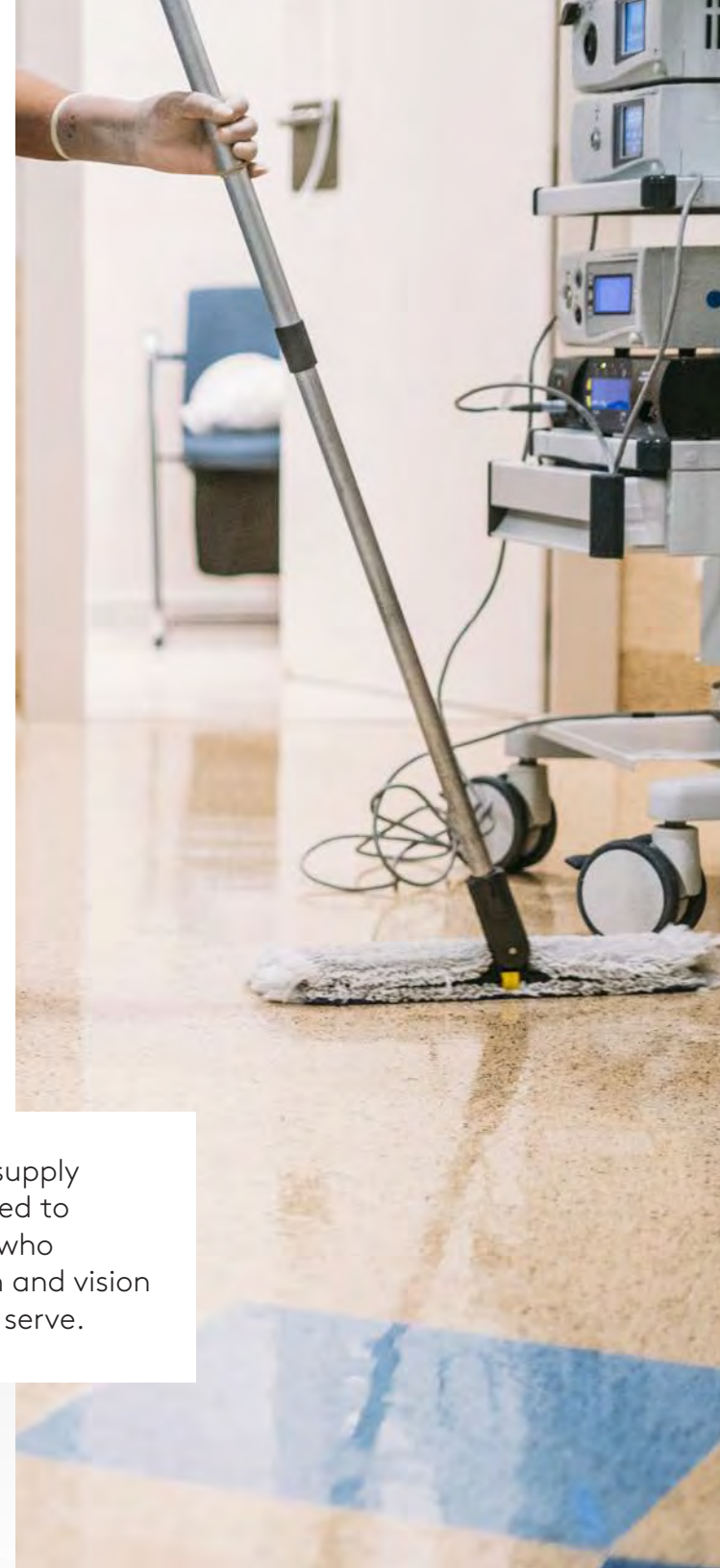
Our contractual agreements with suppliers contain clauses on the prohibition of human trafficking, child labor or other exploitation of children and compliance with conflict mineral regulations.

Environmentally Preferable Product Sourcing

Tenet's suppliers agree to contractual commitments regarding sourcing environmentally preferable products. We also work with our suppliers to partner on sustainability solutions that minimize our impact on the environment.



Our procurement and supply chain team is committed to working with suppliers who support Tenet's mission and vision in the communities we serve.



An aerial photograph of a coastline at sunset. The sun is low on the horizon, casting a bright orange glow across the sky and reflecting on the water. Waves are breaking onto a wide, sandy beach. The water is a deep blue-green, and the sand is a light tan color. The sky is a mix of orange, yellow, and blue.

Emergency Preparedness

With facilities from coast to coast, Tenet has comprehensive business continuity plans to manage through severe weather and natural disasters.

Through a steadfast commitment to emergency preparedness and risk mitigation, Tenet facilities participate in programs to support continuous operations and evacuation protocols.

In areas most impacted by severe weather like Florida, the Carolinas, Texas, Arizona and California, we participate in a national emergency power program that exceeds environment of care requirements. Additionally, Tenet has undertaken facility hardening projects to address any hurricane impact, and HEPA filters are stocked to account for air pollution or smoke as a result of wildfires in California.

When disaster has struck in the past, we have centralized efforts to prepare, mitigate and recover through our Incident Command Center.



Giving Back to
Our Communities

Tenet in the Community: National in Scope, Local at Heart

Each year, Tenet, along with our facilities around the country, works to usher in the greater good for the benefit of each community we serve.

On a national level, we proudly support many programs including those that facilitate education for the underserved, fight hunger and aid in disaster recovery.

But we are local at heart, and as anchors in so many different communities, our hospitals and surgical facilities always stand behind countless areas of great need.



Pictured are Calvin Evans, Manager at DLIVE; Tolulope Sonuyi, M.D., of the Detroit Medical Center (DMC) and also Medical Director at DLIVE; and Ray Winans, Manager at DLIVE. Detroit Life is Valuable Everyday (DLIVE) is a hospital-based, community-focused violence intervention initiative. DLIVE began operating out of DMC's Sinai-Grace Hospital in 2016.





A Passion for Serving the Underserved

In addition to our volunteer efforts and contributions to charitable causes, we support our neighbors in each community in countless ways. We are proud to do so.

\$6.7B

in uncompensated care in 2020, inclusive of profound community impact in major metro areas like Detroit, Miami and El Paso.

\$155M

in estimated property taxes paid in 2020 to support state and local governments, schools and other community needs.

400K

individuals have received enrollment assistance through Marketplace and Medicaid enrollments since 2014.

Tenet Healthcare Foundation's Scholarship Program

It is our privilege to help support the next generation of healthcare providers, and we have committed to investing in programs that contribute to their education and training. In 2018, the Tenet Healthcare Foundation joined the Baptist Health Foundation of San Antonio to establish a scholarship program to make higher education accessible for economically-disadvantaged high school graduates in San Antonio who want to pursue a career in healthcare.

A total of 580 healthcare scholarships have been awarded since 2018 to educate tomorrow's healthcare leaders and providers. We are proud to have sponsored many women and ethnic minorities through this program.



580 healthcare scholarships

awarded to educate
tomorrow's healthcare leaders
and providers since 2018



HEALTHY ^{OVER} HUNGRY® Cereal Drive

The Healthy Over Hungry® Cereal Drive was launched in 2010 by a nurse at the Children's Hospital of Michigan (a Tenet hospital that is part of the Detroit Medical Center) and the DMC Professional Nurse Council. The purpose of the drive was to donate much needed food for Detroit families and to promote the importance of eating a healthy breakfast, especially for children in the summer months. The program became so successful that it was later expanded nationally across the Tenet network.

Since 2014, our national program has helped collect more than 19 million servings of cereal and raised almost \$1.2 million to benefit thousands of children across the United States.



19 million

servings of cereal collected since 2014

\$1.2 million

raised since 2014 for local food banks





Ensuring
Effective Governance



Governance Practices and the Board

Our Board is anchored on the belief that sound governance is in the best interest of all Tenet stakeholders. The tone at the top is critical to exemplifying the tone for employees at large.

The directors we have added over the last several years have brought different viewpoints, approaches and experiences to complement the existing knowledge on our Board. Together, the Board has expertise in healthcare and clinical operations, as well as decades of experience in finance, crisis management, public service and leadership.

Among all directors, there is a powerful commitment to the highest standards of integrity and transparency. Board meetings include the kind of healthy debate and dialogue that are important to calibrate strategy and keep us on the right path as an enterprise.

More information on Tenet's governance practices and our Board of Directors can be found on the [Investor Relations section](#) of our website.

Key Highlights

Significant Board refreshment with eight new, independent directors since Oct. 2017*

55% of the Board is diverse in terms of gender and/or ethnic diversity

Strong, independent Lead Director with robust responsibilities

Annual election of directors by majority standard

Shareholder right to call special meeting with 25% vote threshold

Active shareholder outreach and engagement

Annual self-evaluation process

*General Lloyd J. Austin was appointed to the Board in 2018 and departed in Jan. 2021 to become the U.S. Secretary of Defense.

Our Board of Directors



Ronald A. Rittenmeyer
Executive Chairman and
CEO, Tenet Healthcare



J. Robert Kerrey
Lead Director, Tenet
Healthcare; former
U.S. Senator; former
Governor of Nebraska



James L. Bierman
Former President
and CEO, Owens &
Minor, Inc.



Richard Fisher
Former President and
CEO, Federal Reserve
Bank of Dallas



**Meghan M.
FitzGerald, DrPH**
Adjunct Associate
Professor, Columbia
University



Cecil D. Haney
Admiral, U.S. Navy
(Ret.) and Former
Commander of U.S.
Strategic Command
and U.S. Pacific Fleet



Chris Lynch
Former National
Partner in Charge
of the Financial
Services division,
KPMG, LLC



Richard Mark
Chairman and
President, Ameren
Illinois Company



Tammy Romo
Executive Vice
President and CFO,
Southwest Airlines Co.



Saum Sutaria, M.D.
President and COO,
Tenet Healthcare



Nadja West, M.D.
Lieutenant General, U.S.
Army (Ret.) and 44th
Surgeon General of the
U.S. Army

Highlighting Three of our Newest Independent Directors



CHRIS LYNCH

Former National Partner in Charge of the Financial Services division, KPMG, LLC

Joined in Aug. 2019

Chris Lynch worked for nearly 30 years at KPMG up until his retirement, most recently leading its financial services division. His skillset includes expert capabilities in finance, audit and risk management, and he has a deep understanding of the inherent complexities large corporations face. He has served as a director at both AIG and Freddie Mac. He also is a former member of the Advisory Board of the Stanford Institute for Economic Policy Research and a member of the Audit Committee Chair Advisory Council of the National Association of Corporate Directors.

Mr. Lynch currently serves on the Audit Committee and the Human Resources Committee.



NADJA WEST, M.D.

Lieutenant General, U.S. Army (Ret.) and 44th Surgeon General of the U.S. Army

Joined in Nov. 2019

Dr. Nadja West has a long and very distinguished career serving our country with valor. This includes her service as the 44th Surgeon General of the U.S. Army and her work as the former Commanding General of the Army's Medical Command. Dr. West's experience in a variety of healthcare leadership positions and clinical background offer the Board valuable perspectives on healthcare delivery, policy and crisis and risk management.

Dr. West currently serves on the ESG Committee, the Nominating and Corporate Governance Committee and the Quality, Compliance and Ethics Committee.



CECIL D. HANEY

Admiral, U.S. Navy (Ret.) and Former Commander of U.S. Strategic Command and U.S. Pacific Fleet

Joined in Jan. 2021

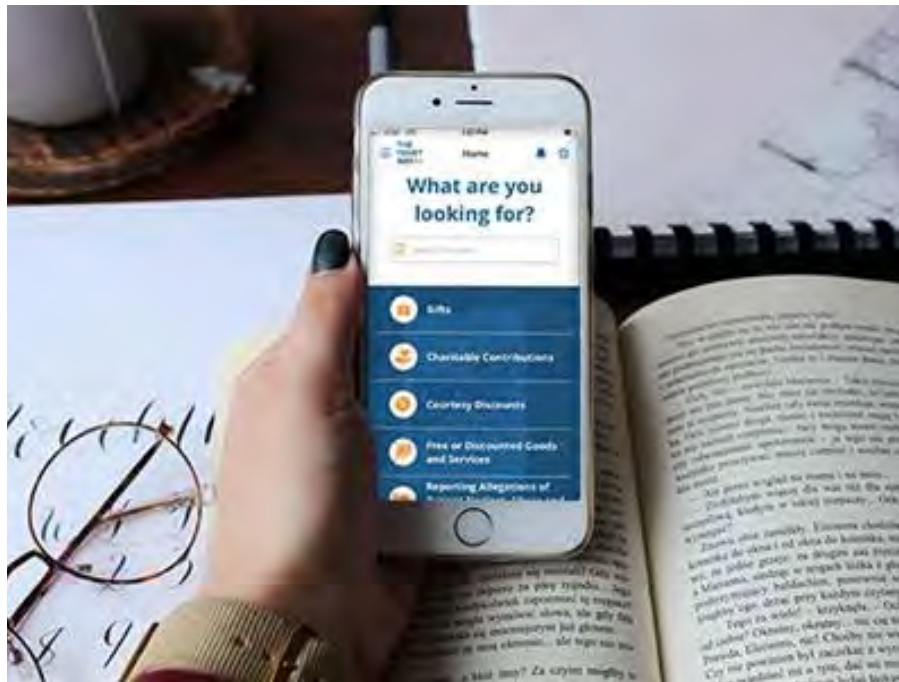
Cecil D. Haney is a retired four-star Admiral, who completed 38 years of service in the U.S. Navy. He served as Commander of the U.S. Strategic Command, where he was responsible for strategic capabilities involving nuclear forces, missile defense, space and cyberspace. He also served as Commander of the U.S. Pacific Fleet, leading the U.S. Navy's operations and the manning, operations and maintenance of the U.S. Navy fleet located in the Pacific and Indian oceans.

Admiral Haney currently serves on the Audit Committee and the Nominating and Corporate Governance Committee.

Commitment to Compliance

The key elements of our ethics and compliance program, which reports to the Tenet Board of Directors, include:

- A commitment to the highest standards of ethics and compliance – individually, as a team and as a company.
- Operating our business in accordance with a [Quality, Compliance and Ethics Program Charter](#).
- A values-driven [Code of Conduct](#) that must be followed by all employees.
- Required annual and refresher ethics training and role-based compliance training.
- A 24/7 ethics action line where employees can report concerns or ask questions without fear of retaliation.
- A policy library published to our website that includes all of the policies that govern our business.



Resources to Help Every Team Member

We hold ourselves to rigorous standards for ethics and compliance that reflect our values. That includes promoting open identification, discussion, reporting and resolution of such matters.

Our Ethics Action Line is available 24 hours a day, seven days a week, by calling 1-800-8-ETHICS (1-800-838-4427). Employees may also send an email to ethics@tenethealth.com. Callers may remain anonymous, and those who choose to give their names will have their identities protected when requested.

We also have a mobile app, which serves as a guide and resource for policies, making ethical decisions and reporting concerns.



At Tenet, our mission is to provide quality,
compassionate care in the communities we serve.

