



Environmental, Social & Governance (ESG)

2022 Progress Report



A Message from our Executive Chairman and our CEO

At Tenet Healthcare, one of our greatest contributions to society is how we support our mission: to deliver quality, compassionate care in the communities we serve. By the very nature of what we do, our caregivers and staff are present for some of life's most critical moments.

At the same time, we also recognize the need to be purpose-driven in making a positive impact that complements our operational responsibilities. Tenet's goal across environmental, social and governance (ESG) initiatives is to create a better, more sustainable path for future generations. To help guide these efforts, we formed an ESG Committee of our Board in 2021.

In the subsequent pages, we outline a summary of our ongoing progress. Often shared through real-life stories of our people, we highlight the natural presence of ESG in our business, as well as how we advance ESG priorities on behalf of those we serve.

Protecting the planet. With a new sustainability leader in place, we established key focus areas and initiated an environmental materiality

assessment. We also accelerated our hospital energy management program, strengthened industry partnerships and increased our focus on sustainable design for new construction. Our efforts to prevent pharmaceutical waste from entering our waterways continued to yield measurable results, along with our sharps management program.

Enhancing access to care. We continued to grow our network of lower-cost, outpatient surgical sites within USPI, while planning for new hospitals and medical campuses in areas where services may be lacking. Our work to improve healthcare access remained a focal point while caring for our neighbors through extremely challenging cycles of the pandemic.

Fostering a purpose-driven, diverse and inclusive culture. With guidance from our newly formed Diversity Council, we enhanced our approach to recruiting and hiring to reflect the communities we serve. We administered inclusivity training and started new programs to honor different cultures. As healthcare providers faced staffing challenges related to the pandemic, we focused on training, education and

career development for nurses, surgeons and others.

Strengthening the health of our communities. We like to say we are global in scope, but local at heart. While we have a large footprint of care sites, each one gives back to their local communities in different ways. Last year, we supported programs to advance education for underrepresented groups, fight hunger and promote healthcare awareness. We also implemented a large-scale COVID-19 vaccination effort.

Leading with integrity. Our corporate governance policies and practices continued to reflect our duty to protect the long-term interests of our shareholders. These practices helped us operate effectively while remaining true to our mission.

We are pleased by our continued progress and the ongoing commitment of our employees as we advocate and take action for the benefit of our communities, our society and our planet. We look forward to sharing future updates as we move forward.



Ron Rittenmeyer
Executive Chairman

A handwritten signature in black ink, appearing to read "Ronald A. Rittenmeyer".



Saum Sutaria, M.D.
Chief Executive Officer

A handwritten signature in black ink, appearing to read "Saum Sutaria".

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ESG AT TENET

ESG Framework

As healthcare providers, we care for patients during some of the most important moments in their lives. While many elements of ESG are inherently part of our fabric, our behaviors demonstrate that supporting ESG is also a decision to act and advocate for the best interests of our communities, planet and society as a whole.

We believe our ESG efforts are most effective when embraced by leadership and activated by employees across the enterprise. In 2021, the Tenet Board of Directors formed an ESG Committee with a primary purpose to oversee and support our commitment to social, environmental and governance initiatives. Tenet's ESG Committee consists entirely of independent directors and provides input and guidance to help establish the Company's overall approach to ESG matters.

We view ESG as part of our culture and ingrained in our business. We continue to align our approach to the areas that we believe are in the best interests of our stakeholders and our business, while seeking ongoing improvement.

Environmental

- Energy and natural resources conservation
- Environmental and supply chain sustainability
- Waste management
- Climate change impacts

Social

- Diversity and inclusion
- Access to quality care and clinical innovation
- Community support
- Employee engagement
- Employee health, safety and well-being
- Personal and professional growth

Governance

- Sound governance practices
- Board diversity
- Accountability
- Ethics and compliance
- Active shareholder engagement

ESG Highlights

Improving our impact on the environment

Recruited **sustainability expert**, established key **focus areas**, initiated environmental **materiality assessment**

Implemented **hospital energy management** program through LED lighting conversions

~327K reusable containers helped avoid the production of **~1.6M lbs** of greenhouse gases

~365K lbs of pharmaceutical waste was kept out of landfills

Making quality healthcare accessible in our communities

Enhanced access to high-acuity, specialty care

Strict protocols to help ensure **uninterrupted care** during COVID-19

160

lower-cost outpatient sites added to platform since Dec. 2020

Operating our company effectively

Corporate governance policies informed by shareholder voice

55% Board diversity based on gender and/or ethnicity

73% of directors appointed since Oct. 2017

Formed **ESG Committee** of the Tenet Board

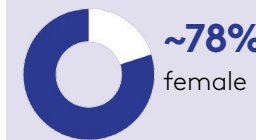
Fostering a purpose-driven, diverse and inclusive culture

Formed **Diversity Council**, launched inclusivity training, focused on hiring and recruiting

91K employees participating in inclusive culture training

57% of new hires were ethnically diverse

Workforce Demographics:



Recipient of **UNCF's MASKED Award**, one of the organization's highest honors

~454K

COVID-19 vaccine doses administered since Dec. 2020

~\$7B

in uncompensated care delivered to our communities in 2021

100s

of non-profits supported across the country



1.1M servings of cereal collected as part of annual Healthy Over Hungry® Cereal Drive

ESG Committee

Tenet's ESG Committee of the Board operates in accordance with a charter, of which the primary responsibilities include:

- Reviewing and discussing with management the Company's ESG strategy, initiatives and policies;
- Reviewing, monitoring and providing input on operational, regulatory and reputational risks and impacts of ESG on the Company;
- Reviewing and discussing reports from management regarding the Company's progress toward its ESG objectives; and,
- Providing input and guidance on ESG communications to company stakeholders, including employees and investors.



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



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



Richard Mark
Chairman and President,
Ameren Illinois Company



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

ABOUT US



Our Mission, Vision and Values

Our Mission

To provide quality, compassionate care in the communities we serve

Our Vision

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

Defined by a Community Built on CARE



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



Our Scope and Scale

We are a diversified healthcare services company that touches many different dimensions of care. Our enterprise includes the largest ambulatory platform in the country operated by United Surgical Partners International (USPI), premier hospitals in urban and suburban communities, and a leading provider of revenue cycle management, as well as value-based care services, through Conifer Health Solutions.

101K
employees



3
business segments
contributing to our
mission and our
Community Built
on Care

438

USPI ambulatory surgery
centers & surgical hospitals

8.5M
patient encounters

~\$7B

in uncompensated care
delivered in our communities



60

acute care &
specialty hospitals



\$19.5B
net operating
revenues

\$25B

revenue managed
by Conifer

112

additional outpatient
care sites

All figures as of 12/31/21

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 USPI facilities and our hospitals.

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

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



 Care Facilities

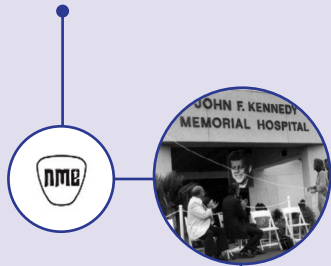
 Corporate Offices

Map and facility count as of 12/31/21; corporate offices located in Dallas and Manila

From a Hospital Company...

1969

National Medical Enterprises (NME), Tenet's predecessor, conducts its initial public offering of common stock. A portion of the net proceeds from the stock sale are used to buy four general hospitals and additional real estate.



1982

Four operating groups are established including hospitals as well as medical products and services.

1990

NME is one of the nation's largest hospital providers. American Medical International (AMI), another large healthcare system, moves its headquarters from Beverly Hills to Dallas.



1988

NME responds to changing patient needs by adding services, such as open heart surgery, cardiac catheterization and additional obstetric units in selected hospitals.

1998

USPI is founded and acquires facilities in Tennessee, Missouri and Alabama.

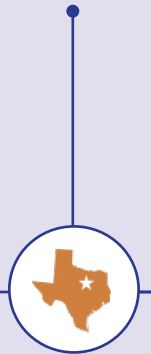


1995

Tenet Healthcare Corporation is formed with NME's acquisition of AMI for \$3.3B and a change of the Company's name to Tenet.

2005

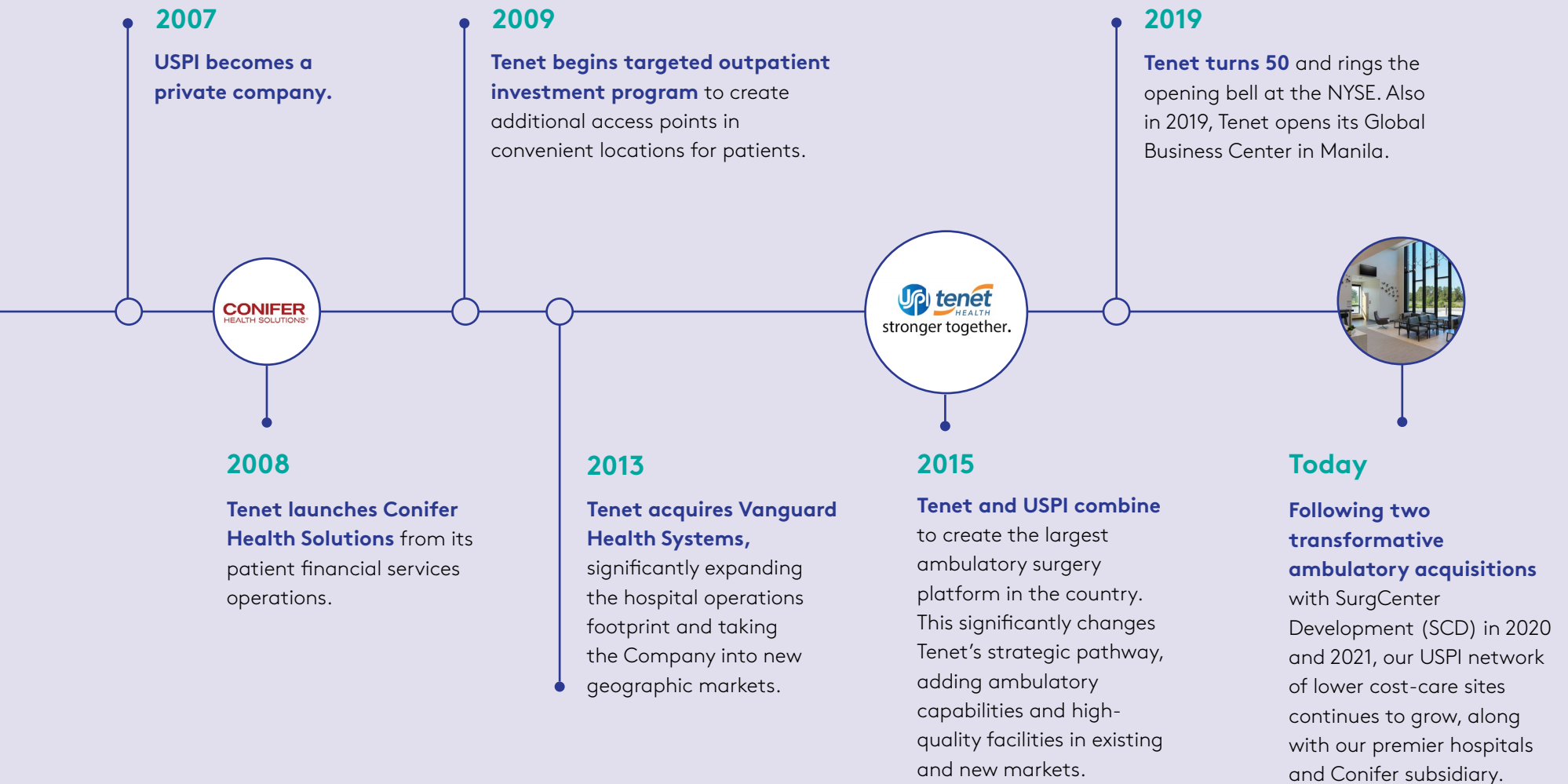
Tenet HQ moves to Dallas from Santa Barbara.



2001

USPI completes successful IPO. Pictured is Baylor Health Care System, one of USPI's first health system partners.

...to a Diversified Healthcare Network



STORIES • OF • OUR • PEOPLE

Our Heroes

Santiago D. Chambers serves as Manager of Environment of Care and Safety Officer for Fountain Valley Regional Hospital in Fountain Valley, California. Always professional and humble, Santiago is known for going above and beyond for his co-workers, patients and community. His reputation for being dependable and delivering top-notch work is complemented by his thoughtfulness and compassionate nature.

In addition to his day-to-day responsibilities, Santiago helps to lead Fountain Valley's COVID-19 response efforts from hospital incident command to developing special protocols for care. He regularly comes to the hospital to assist even outside of working hours. His contributions have a meaningful impact on Tenet, Fountain Valley and the community. Team members like Santiago embody the spirit of the Tenet Heroes program.

The Tenet Heroes program was developed in 2008 to recognize team members for excellence in patient service and compassion in caring for others. Nominated by co-workers, Tenet heroes reflect the Company's core values. Each year, Tenet also recognizes a subset of heroes by inducting them into the Heroes Hall of Fame.

Santiago joined others across Tenet in 2021, when he was named a Hero and Hall of Fame winner.

“

Every day, Santiago ensures the physical safety of our patients and our staff at Fountain Valley Regional Hospital. He does it with professionalism and compassion, always with a humble spirit and a smile.

- Clay Farell

CEO of Fountain Valley
Regional Hospital

”



Santiago D. Chambers

Manager of Environment of
Care and Safety Officer

A scenic landscape at sunset or sunrise. The sun is low on the horizon, creating a warm glow and long, dark shadows across the mountains. The sky is a mix of orange, yellow, and blue. The mountains are silhouetted against the bright sky. The overall mood is peaceful and majestic.

PROTECTING THE ENVIRONMENT

A Sustainability-Minded Culture

In caring for the long-term health of our communities, we are committed to doing our part to protect the planet for generations to come. We also continue to integrate a sustainability mindset into our culture. This is something we are working to carry through at all levels, including the way we operate and the priorities we set.



When it comes to protecting the environment, I am most passionate about the nobility of the mission and how it serves the greater good.

- Ken Sparkman
Senior Director, Sustainability and Energy Management



Recent Initiatives

In 2021, we charted an initial course to elevate our efforts in sustainability and drill down on the priorities for our business.

Goals		Progress Made
Recruit an experienced, sustainability leader to spearhead these efforts	▶	New senior director of sustainability and energy management started in the fall of 2021
Develop near-term focus areas to inform future planning	▶	Established four key sustainability focus areas: carbon, waste, water and sustainable procurement
Strengthen industry partnerships surrounding reducing energy consumption and environmental impact research	▶	Joined Practice Greenhealth, a leading membership and networking organization focused on developing sustainability solutions for hospitals and health systems
Begin LED lighting conversions within our footprint as part of broader energy management program	▶	First group of hospital conversions underway
Deepen understanding of impacts on the environment and identify topics that matter most to our stakeholders and our business	▶	Initiated environmental materiality assessment to be completed in the first half of 2022

Planning for the Future

We plan to utilize the findings from the materiality assessment we are conducting to better inform our ESG strategy. Our goal is to refine and closely evaluate the areas where our business can have the greatest impact. The outputs of our materiality assessment will help us address top priorities across our value chain.

Additional initiatives include:

- Accelerating the pace of LED lighting conversions across our hospitals;
- Increasing our focus on sustainable design for new construction;
- Continuing to partner with HealthTrust, our national group purchasing organization, to increase the sustainability of our supply chain;
- Working to help ensure sustainability strategies are consistent with other organizations in the sector;
- Expanding our integrated waste management program and streamlining methods for electronic waste disposal; and,
- Promoting sustainability awareness across the enterprise through communications and engagement.



Environmentally Friendly Construction

In late 2019, Tenet consolidated office locations in the Dallas-Fort Worth metroplex into a new headquarters as part of our ongoing efforts to create a more efficient and effective support center. This move followed environmentally friendly best practices.

90%

of equipment used throughout the building has an ENERGY-STAR rating that achieves energy efficiency.

LEED Certification

is expected to be awarded in 2022.

Manufacturer-supplied disclosures were reviewed for
80+ interior finish products
 regarding toxicity and sustainability.

More than 95%

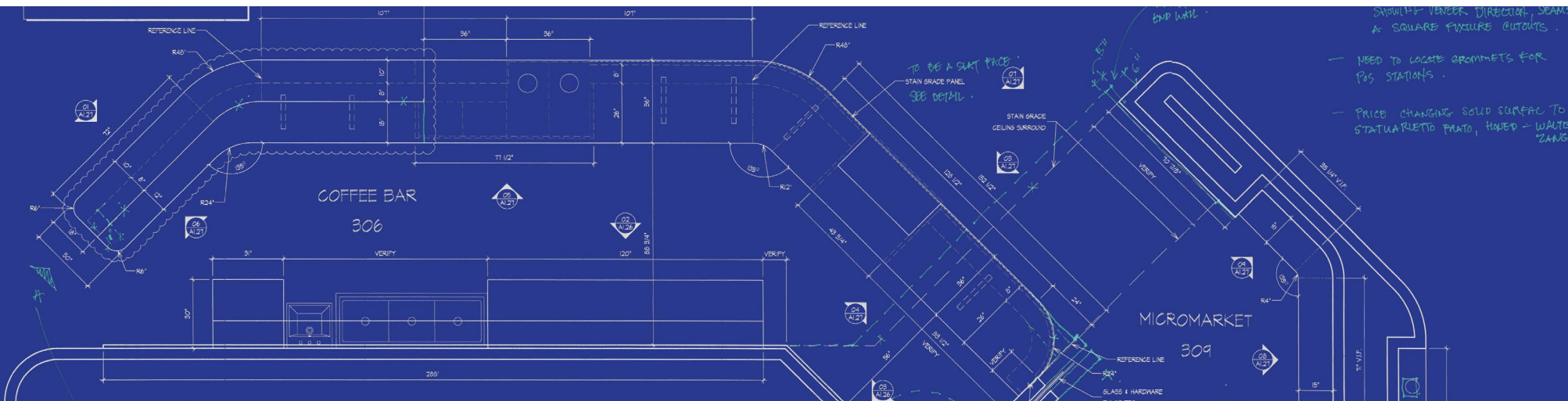
of construction waste was diverted from a landfill and recycled.

299K lbs

of existing carpet was diverted from a landfill and recycled.

Lighting fixture selection and lighting controls resulted in a **45% power reduction** from baseline building standards.

Source for building-related environmental statistics: Perkins & Will, project architects



Helping to Reduce Greenhouse Gas Emissions

Through Stericycle's sharps' management service, Tenet avoided the production of an estimated **~1.6M lbs of greenhouse gases** through the servicing of **327K reusable containers** in 2021. This is equivalent to:

Greenhouse gas emissions from



1.8M miles driven in an average passenger vehicle



158 passenger vehicles driven in one year

CO2 emissions from



81.9K gallons of gasoline consumed



87 homes' energy usage for one year

Carbon sequestered by



12K tree seedlings grown for 10 years



887 acres of U.S. forests in one year



EPA Greenhouse Gases Equivalencies Calculator; EPA 510K Form; Stericycle is a third-party waste management provider contracted by Tenet to manage aspects of the Company's regulated and non-regulated waste activities.

Responsible Pharmaceutical Waste Management



Through Stericycle's pharmaceutical waste program, Tenet kept

~365K lbs

of pharmaceutical waste out of landfills in 2021.

Stericycle is a third-party waste management provider contracted by Tenet to manage aspects of the Company's regulated and non-regulated waste activities.



ANSWERING A NEED

Value-Based Care from a Growing Ambulatory Platform

In partnership with leading surgeons and health systems, our USPI portfolio offers patients high-quality outpatient surgical care, preventative care and diagnostics at a lower cost. We continue to enhance access for patients through the addition of new facilities to our platform, including establishing ownership positions in approximately 160 ambulatory surgery centers (ASCs) between December 2020 and the end of 2021.

USPI now has approximately 440 ASCs and surgical hospitals serving communities around the country.



Additional Enhancements to Patient Access

Fort Mill, SC

Building a new 200K square-foot, 100-bed hospital to be affiliated with Piedmont Medical Center



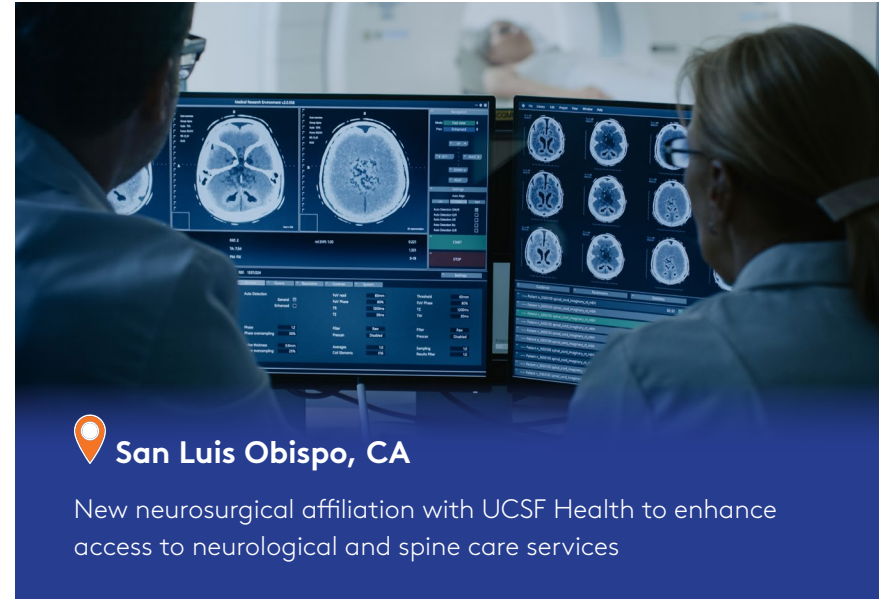
Phoenix, AZ

Purchased land to develop a new medical campus in the West Valley of Phoenix



San Luis Obispo, CA

New neurosurgical affiliation with UCSF Health to enhance access to neurological and spine care services



Coachella Valley, CA

Established the first Trauma Center in the eastern Coachella Valley and the only Level 4 Trauma Center in Riverside County, as well as the only Level II Trauma Center from the Banning pass to the Arizona border



San Antonio, TX

Building a new medical campus in Westover Hills and bringing residents in Boerne their first community hospital

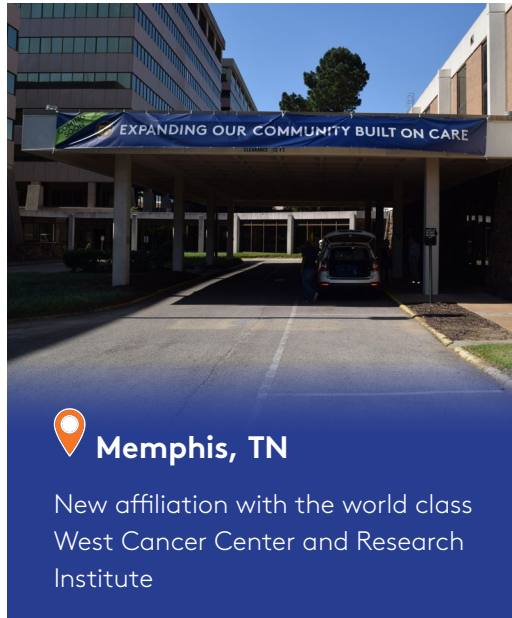


Commitment to Innovation



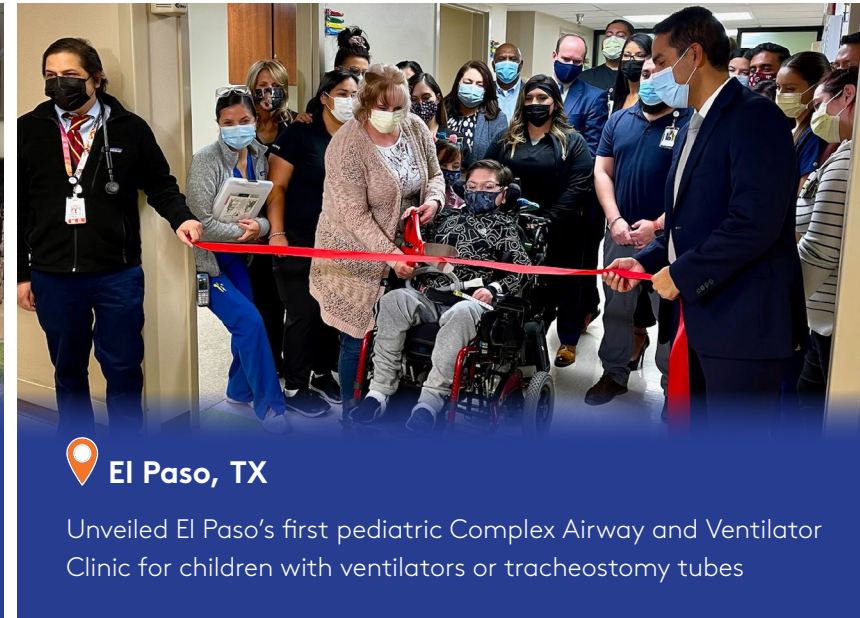
Palm Beach, FL

Home of the Paley Institute, where patients like Baby Q travel from across the globe to receive care from world-renowned surgeons who specialize in congenital, developmental and post-traumatic orthopedic care



Memphis, TN

New affiliation with the world class West Cancer Center and Research Institute



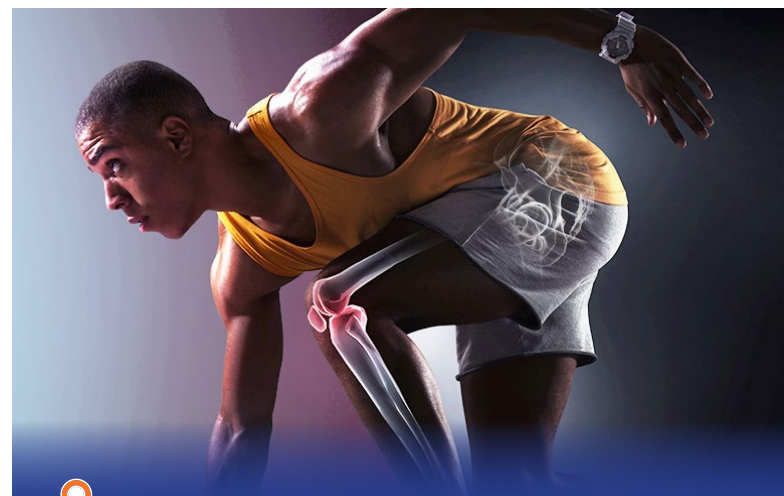
El Paso, TX

Unveiled El Paso's first pediatric Complex Airway and Ventilator Clinic for children with ventilators or tracheostomy tubes



Detroit, MI

Opened a Fetal Care Center to increase prenatal diagnosis of congenital anomalies



Across USPI Markets

Launched 80+ service lines across a range of surgical and other specialties, including total joints and robotics

STORIES • OF • OUR • PEOPLE

Addressing a Growing Need for Vascular Surgeons

In partnership with the Charles E. Schmidt College of Medicine at Florida Atlantic University (FAU), Dr. Joseph J. Ricotta, National Medical Director, Vascular Surgery and Endovascular Therapy for Tenet Healthcare, worked with his team at Delray Medical Center to develop a new Vascular Surgery Fellowship Program for surgical residents.

In creating the program, the team wanted to address the growing need for vascular surgeons given national shortages that are predicted to rise. The two-year program was approved by the Accreditation Council for Graduate Medical Education (ACGME) in September 2019.

Fellows experience a diverse, high-volume case mix that encompasses current surgical, endovascular and medical treatment for all forms of arterial, venous and lymphatic diseases. In addition, the educational experience includes instructive conferences, simulation training and protected study time.

The fellows participate in longitudinal research studies, as well as several clinical investigative research trials with the expectation of presenting their work at various regional and national conferences. They also become proficient in reading non-invasive vascular imaging studies in the outpatient and hospital settings as well as the most recent techniques of wound care management.

An Updated Physician Workforce Model Predicts a Shortage of Vascular Surgeons for the Next 20 Years, Annuals of Vascular Surgery, Clinical Research/Volume 66, P282-288, July 1, 2020

“

I wanted to create a vascular fellowship program that not only focused on academics but also on the clinical side. The Vascular Surgery Fellowship Program at FAU and Delray Medical Center provides the perfect blend of a strong academic environment and high-volume, robust clinical practice.

- Joseph J. Ricotta, M.D.

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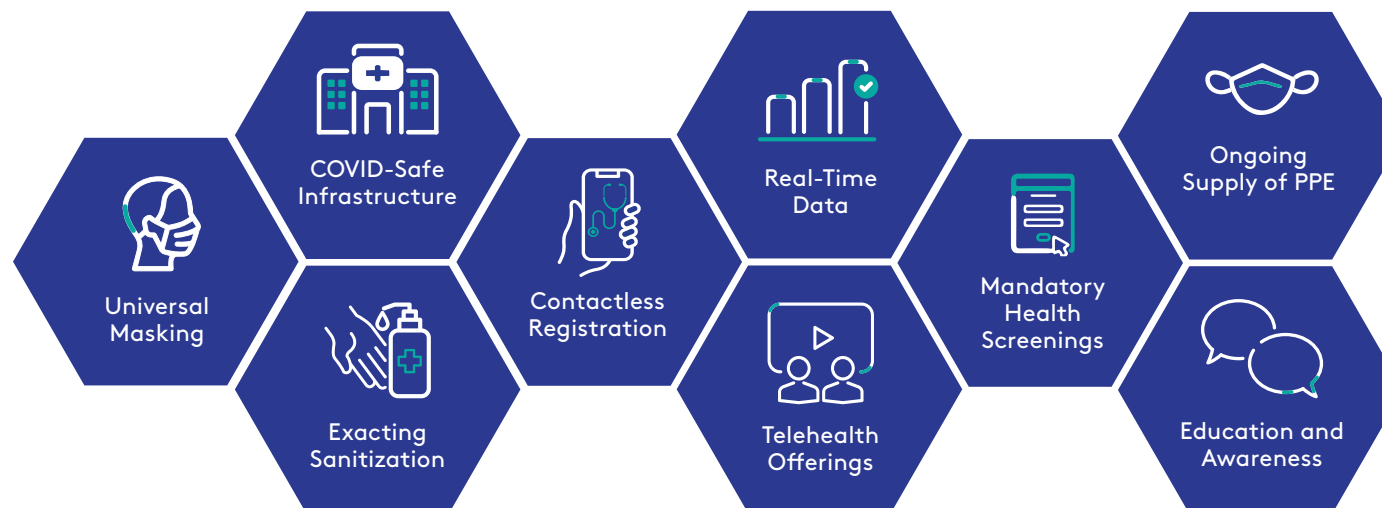


Resilience through COVID-19

As COVID-19 continued to evolve in 2021, our company remained on the front line, responding to surges, treating all patients in need of care and managing through lasting effects of the pandemic. The transformation we started in late 2017 has played a major role in our ability to respond effectively, pivot immediately and ensure we have companywide clarity on necessary actions. Our ability to perform under such difficult and constantly evolving circumstances underscores the strength and commitment of our people as well as the ability to manage through the unknown. Our primary focus remains protecting the health and safety of our extended communities.

Our pandemic protocols are informed by CDC's evolving recommendations and available scientific data to break the chain of transmission. As an enterprise, we have maintained a constant, clear stream of communication organized by our Incident Command Center and supported by real-time data across our facilities. Led by top clinicians, infection prevention experts and emergency management professionals, our Command Center has served as the hub of our response effort. This includes close coordination with our care facilities and thoughtful calibration of strategy. The Command Center also works to bring operators and support staff together to ensure consistency in applying CDC guidelines while providing a channel to share best practices, quickly triage issues and address emerging matters.

Continuing the Delivery of Vital Healthcare



Playing a Key Role in Vaccine Distribution

In 2021, we established numerous COVID-19 vaccine clinics in our facilities and through partnerships with educational institutions and local/state governments. Our Conifer Health Solutions subsidiary has played an instrumental role in supporting registration and scheduling for COVID-19 vaccinations, often activating clinics overnight. In addition to creating efficient processes for patients and providers, Conifer worked to support vaccination rollouts for community members.

~454K

COVID-19 vaccine doses
administered since Dec. 2020

~243K

people vaccinated since Dec. 2020



A photograph of four healthcare professionals in a clinical setting. On the left, a woman in a white lab coat holds a clipboard and smiles. Next to her is a woman in blue scrubs with a blue headband, also smiling. In the center is a woman in blue scrubs with braided hair, smiling broadly. On the right is a woman in blue scrubs with a stethoscope, looking down at a document and smiling. In the background, there is a large monitor displaying a grid of data, a clock on the wall, and medical equipment. The text "SUPPORTING OUR PEOPLE" is overlaid in white capital letters across the center of the image.

SUPPORTING OUR PEOPLE

Fostering a Diverse and Inclusive Culture

One of our core values is embracing inclusiveness for all people in our workplace and in the communities we serve. We believe diversity and inclusion (D&I) are an active and engaged part of how we operate. We focus on cultivating a culture where everyone belongs and feels valued, and where respect and equal treatment are the cornerstones of every interaction.

Our D&I efforts are guided by the leadership of our Diversity Council and employee resource group (ERG) sponsors, along with support from Tenet's Board of Directors and executive management. The Council and ERG sponsors are a diverse group of leaders who represent different parts of our business. They live and work in communities around the country, such as El Paso, Detroit, Palm Beach, Tucson and North Texas.

Employee Resource Groups

- African American
- Women's Network
- Asian/Pacific
- LGBTQ+
- Hispanic
- Veteran



As Hispanic leaders, we need to use our voices. We need to continue to make sure our workforce, our boards and our broader leadership teams reflect the cultures of the communities we serve. I think we do a great job on that front, and I am deeply committed to continuing that legacy.

- Monica Vargas
CEO of the Carondelet Health Network; Executive Sponsor of Tenet's Hispanic ERG



Our D&I efforts prioritize the following:

- A workforce and talent pipeline that reflects the communities we serve;
- A leadership team that is comprised of and elevates underrepresented groups;
- Training, education and engagement to proactively address the best ways to nurture an inclusive and diverse culture; and,
- A top-down, bottom-up approach to ensure active involvement from leadership and employees across the enterprise.

Hiring and recruiting statistics as of 12/31/21

91K employees

participating in inclusive culture training.

Nearly 90%

of candidate slates for leadership positions were diverse.

Nearly 100%

of executive hiring committees had diverse representation.

Nurse recruitment was decentralized

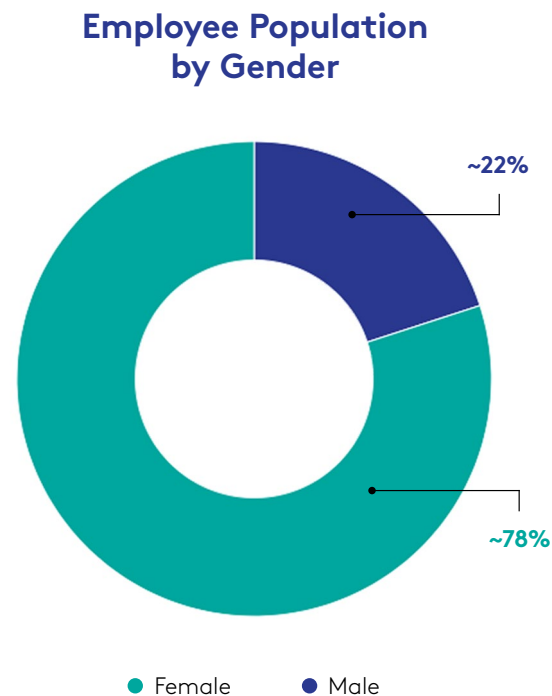
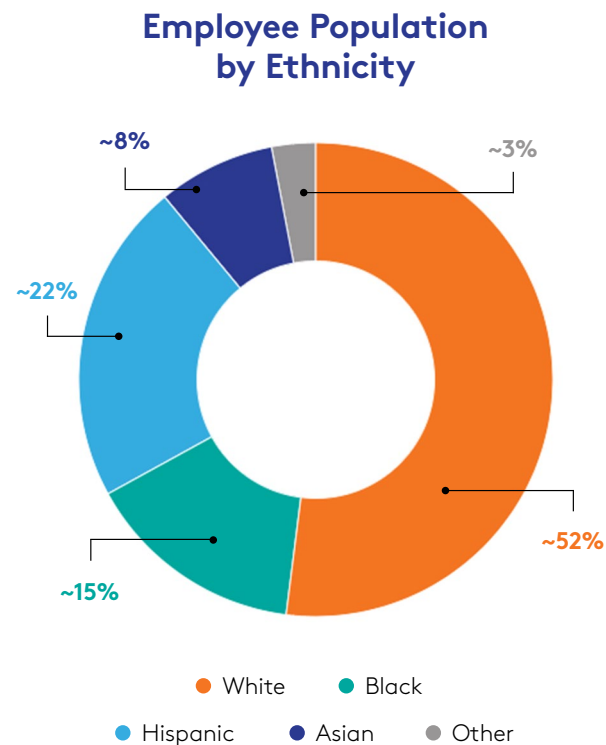
from corporate to the field to better align hiring with local perspectives.

57%

of new hires were ethnically diverse.

Reflecting our Communities

We believe our workforce must represent the communities we serve and actively support that goal across our business.



Our commitment to D&I extends to our business partners. Supplier diversity is part of Tenet's approach to responsible and sustainable sourcing, and we require our primary suppliers to share their diversity goals.

We provide equal opportunity for businesses owned by minorities, women, veterans, those who are service-disabled, LBTGQ+ and others. We continue our rigor surrounding the supplier identification and sourcing processes to provide the opportunity for diverse suppliers to compete for business.

Tenet U.S. staffing data as of 12/31/21; other includes self-reported "Two or More Races," "American Indian or Alaskan Native," "Native Hawaiian or other Pacific Islander" and undisclosed ethnicity

Sharing Perspectives

As part of our diversity and inclusion program, Tenet launched a leadership discussion series hosted by the executive sponsors of Tenet's ERGs. The purpose of the series is to spotlight leaders from across the enterprise who represent different business units, markets, roles and experiences.

The first video was published during Black History Month and was hosted by Donita Fleming, Regional Vice President of Operations of USPI's Dallas-Fort Worth market and executive sponsor of Tenet's African American ERG. Executives from our Detroit and El Paso markets joined Donita for the discussion.

The panel gave each leader an opportunity to share perspectives on Black History Month, education, defining moments in their careers and advice for future generations.

Donita Fleming (left)

Regional Vice President of Operations, USPI,
Dallas-Fort Worth

Sereka Barlow (top right)

Chief Operating Officer, Hospitals of Providence -
Sierra Campus, El Paso; and a member of
Tenet's Diversity Council

Quadiru (Quad) Kent (bottom right)

Chief Human Resources Officer,
Detroit Medical Center



Early on in my life, I could see the power of learning and the freedom education allowed. This important path was shaped in part by my mom, an extremely smart, motivated and determined woman.

– Donita Fleming



STORIES • OF • OUR • PEOPLE



Celebrating Pride

We celebrate many cultural observances throughout the year and engage our teams to participate in different activities. Our goals are to raise awareness, foster dialogue and honor cultural traditions.

To celebrate Pride Month in 2021, we invited employees to decorate canvases and share what Pride means to them. As a result, the employee entryway of our headquarters building was transformed into a “Paint Your Rainbow” art gallery, featuring paintings by Tenet colleagues and their families, including children. This beautiful display was just a small tribute to the impact the LGBTQ+ community has made on our business, patients and community.

Alongside the paintings, we also displayed stories of inspiring LGBTQ+ individuals, including artists, athletes, business professionals and government leaders.



Pioneers, Protectors, Entrepreneurs, Mentors

The month of March commemorates both Women's History Month and International Women's Day. In celebration, our Palm Beach Health Network colleagues put together a message to honor the amazing women who inspire them.



"My friend Mary Chatman taught me the power of words. She would always say to me 'Words are powerful. Say them and believe them.' This has become a mantra for me."

Maggie Gill

Group CEO of Palm Beach Health Network, CEO of Delray Medical Center & Executive Sponsor of The Women's Network ERG for Tenet



"The women that inspire me most in my life are working moms. I want to thank all the women who make sacrifices every single day to make a difference in our lives."

Maria Morales Menendez

Chief Operating Officer, Delray Medical Center



"I'd like to thank my mother and five sisters. They all taught me that hard work, dedication and compassion are key qualities to being an amazing woman."

Shanteria Dixon, M.D.

Emergency Medicine, St. Mary's Medical Center



"I think about all the women who have paved the way for me to obtain an education and be a foreign-trained physician."

Carolina Servin, MBBS, MBA, CDIP

Manager, Clinical Documentation Integrity
Conifer Health Solutions



"They let us know that we can be mothers, career-driven women and motivated individuals for our families."

Billie Young

IT Director, Palm Beach Health Network



"She raised us with five children by herself and taught us to love and respect everyone, no matter who you are."

Angelica Ligas, RN

West Boca Medical Center

Education and Development for Healthcare Leaders

Our people shape who we are and the high-quality care we provide to our patients. We offer resources, tools and continuous support to our employees so they can serve our patients and customers in the best way possible.

- Coaching and mentoring programs
- Talent development
- Goal setting
- Leadership and executive management training



The market education team at the Palm Beach Health Network offers a variety of curriculums across five hospitals to prepare newly graduated nurses.

Dedicated Clinical Education Teams

Across the network, our health systems and facilities provide new care providers with hands-on clinical training and situational coaching to help ensure a supportive transition as they begin their careers in healthcare. This includes specialized nurse residency programs to offer hands-on skills training and immersion into the clinical setting with the full support of a dedicated team.

Online Learning Platform

Through our online learning platform, employees have access to thousands of free courses to further their education on their own schedule. From clinical competencies to business strategy and leadership podcasts, employees can stay current on new processes, protocols and best practices.

Executive Development Program

Our Executive Development Program (EDP) is a year-long program offered to USPI employees seeking to grow into the role of facility Administrator or CEO. Recommended by a regional/market leader, candidates must demonstrate leadership competencies and model our mission and culture.

CFO Development Program

Established in 2014, Tenet's CFO Development Program facilitates the advancement of high-potential, aspiring CFOs. The experience allows participants to develop leadership skills and the functional capability needed to successfully become a CFO, typically within one to three years after graduation. Since inception, nearly half of program graduates have been promoted to CFO.

STORIES • OF • OUR • PEOPLE

The Next Generation of Licensed Vocational Nurses

Andrew Smith, 25, recently joined Baptist Medical Center as a licensed vocational nurse (LVN). While many in the San Antonio community gathered for traditional New Year's Eve celebrations, Andrew was caring for patients in the Telemetry Unit of the hospital.

"It can be scary for someone to be sick and in the hospital, especially during the holidays," Andrew said. "I enjoy making them feel like they are a part of our family while they are in our care."

Inspired by a calling after caring for her grandmother, Adriana Zamora, 22, knew at a young age that she was meant to be a nurse.

"When I was three years old, I saw my grandmother suffer a stroke. From then on, I knew I wanted to be by her side and help take care of her," Adriana said. "Her strength motivated me, and I knew I could help others in the same way I was helping her."

As part of Adriana's educational training at the Baptist School of Health Professions, she took part in a clinical rotation in the neurology unit at St. Luke's Baptist Hospital, which is part of the Baptist Health System. It is also the same

facility her grandmother received care for as a stroke patient.

Andrew and Adriana share a similar path and combined passion for nursing. Prior to becoming an LVN, Andrew graduated from the Vocational Nursing Program at the Baptist School of Health Professions. Adriana is currently in her second semester in the same program, where she has experienced different clinical environments including the neuro unit of St. Luke's Baptist Hospital, the simulation lab and the ER.

Across the country, the need for LVNs is growing. According to the U. S. Bureau of Labor Statistics, the need for Licensed Practical and Licensed Vocational Nurses is estimated to grow nine percent between 2019 and 2029.

The Baptist School of Health Professions' program offers aspiring nurses the education and training necessary to start a healthcare career and prepares them for the national licensure exam. The skills attained provide the foundation to care for patients in a variety of settings including hospitals, nursing homes, physician offices, home health settings and clinics.

"The Baptist School of Health Professions has amazing faculty members who want every student to succeed in their profession," Andrew said. "They train us well and connect us with resources and career opportunities."

Approximately 370 students graduate each year from the Baptist School of Health Professions.



Adriana pictured with her family, including her grandmother.



COMMUNITY IMPACT

Global in Scope, Local at Heart

Our philanthropic efforts are centered around strengthening the health of our communities. From education to fighting hunger to health advocacy and awareness, our efforts to give back to our neighbors reflect our mission.



"We are so grateful for the support of companies like Tenet that recognize the growing issue of hunger and look for ways to contribute. Tenet's generosity throughout 2021 helped advance our mission of bridging the hunger gap in North Texas by providing more than 140,000 nutritious meals during this critical time."

- Trisha Cunningham, President and CEO, North Texas Food Bank



"Our partnership with The Hospitals of Providence has been amazing. The incredible team always shows their hearts by helping those in need."

- Eric Pearson, President and CEO, El Paso Community Foundation



"The support we receive from Doctors Medical Center and numerous other local agencies allow us to provide our services to the children and families of Stanislaus County."

- Rena Bryant, Coordinator, Safe Kids Stanislaus



"We are grateful for Desert Care Network and its commitment to help expand health equity in our community through their support of our campus expansion for 25,000 people in need."

- David Brinkman, CEO, DAP Health



"DLIVE's mission of transforming trauma would not be possible without the unwavering support of the DMC and its dedicated leadership. This support has afforded DLIVE the opportunity to dynamically address the health crisis of community violence experienced by Detroit's young adults, thereby contributing to a healthier patient population and community."

- Tolulope Sonuyi, M.D., Founder and Director, DLIVE



"For more than a decade, Tenet has supported blood donation with Carter BloodCare. Perhaps the most gracious act was hosting blood drives during COVID-19 when other organizations were canceling due to virtual work."

- Veronica Moore, Vice President of Organizational Relations, Carter BloodCare



"At a time when social, health and economic issues are at the forefront of our national discourse, we are extremely grateful for Tenet's support to increase opportunities for Black students to get to and through college. Thank you for being a stellar example of community service in ways that are helping this nation realize its vision where all Americans have equal access to a better way of life."

- Maurice Jenkins, Executive Vice President and Chief Development Officer, UNCF

STORIES • OF • OUR • PEOPLE

Rebuilding Lives After Unexpected Hardships

Eddie Sanchez and his wife have been married for more than 30 years. Eddie is a social worker at Valley Baptist Medical Center in Harlingen, TX, and his wife is a paraprofessional for the athletic department of a local high school. In 2021, Eddie's wife experienced several medical issues that left her unable to work. Abruptly becoming a one-income household had a devastating impact on the family's ability to meet their financial obligations. At the urging of his supervisor, Eddie applied for a Care Fund grant.

Established in 2010, the Tenet Care Fund is a 501(c)(3) public charity, which provides financial assistance to employees who have experienced hardship due to events beyond their control. This includes natural disasters, extended illnesses or injuries, and the unprecedented impact of the COVID-19 pandemic.

The Care Fund was founded by Tenet employees and exists primarily through the generosity of fellow team members who can make contributions from their paychecks or on a periodic basis. The Care Fund's Board of Directors and Care Committee serve as stewards of the program to help ensure that grants meet specific criteria and guidelines.

4,700+

grants given to employees through the Tenet Care Fund since 2010

“

I always had hope that everything would be okay, but I was not sure how I was going to pay for it all on my own. It was difficult to ask for help, but once I received the Care Fund approval letter, an overwhelming sense of relief occurred. I cannot thank Tenet and the Care Fund enough for helping my family not only be able to pay our bills and mortgage, but it allowed us to have a Thanksgiving. I am blessed to work for a wonderful organization that truly cares about its employees.

– Eddie Sanchez

Social worker at Valley Baptist Medical Center

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Gratitude for our Communities

Through its annual “**Season of Gratitude**” program, USPI invites colleagues across the country to participate in activities that demonstrate gratitude for each other and their communities. In 2021, employees spearheaded a project or activity to support a local organization meaningful to their team.

In timing with Veterans Day, Toms River Surgical Center was the 3rd highest fundraiser in the country for the Wounded Warriors Project Carry Forward Virtual 5K.



At Toms River Surgical Center, we have more than three dozen employees, physicians and family members who have served or are currently serving in the military. So it was no surprise that the team selected a Season of Gratitude project that specifically supports our veterans. Our team was led by Dr. Sterling Wood, who served as a commander in the U.S. Navy and was one of the top fundraisers in the country!

—Scott Matin

Administrator, Toms River Surgical Center



2021 Season of Gratitude by the Numbers

80+

Projects



75+

Organizations served

16

States



\$75,000

Gifted by USPI to top 15 projects

Combating Childhood Hunger

Every June, Tenet employees collect boxes of cereal and raise money for children and families in our communities struggling with the effects of hunger. A beloved annual tradition, the Healthy Over Hungry® Cereal Drive was launched in 2010 by a pediatric nurse at the Children's Hospital of Michigan, a Tenet hospital that is part of the Detroit Medical Center (DMC).

Together with the DMC Professional Nurse Council, nurses started collecting boxes of cereal to make sure young patients had access to a healthy breakfast during summer months when many were without access to school-based nutrition programs. The Cereal Drive became so successful that it later expanded nationally across the Tenet network.

Today, the program continues to thrive with enterprise-wide participation.



In 2021, our program helped collect more than
1.1 million servings of cereal

benefiting more than
**75 local food banks and
non-profit pantries.**



Advocating for our Patients

Conifer's Eligibility and Enrollment Services (EES) team helps patients and their families identify options to pay for healthcare expenses. Part of an EES team member's role is to be a strong patient advocate, help to determine eligibility for healthcare coverage and connect patients to different assistance programs they may need.

Through multiple channels (in-person, phone, text, and/or online), EES works to:

- Support the completion of applications;
- Help eligible patients appeal mistakenly denied applications;
- Assist in identifying and securing coverage through the Health Insurance Marketplace as a Certified Application Organization; and,
- Connect patients to other resources (e.g., food stamps, housing/utility, pharmacy assistance).



Our priority is to help patients and families navigate the financial assistance programs that may be available to them, and to help ease worries so they can continue to focus on receiving the treatment they need.

– Marty W.
Patient Advocate



STORIES • OF • OUR • PEOPLE

Team Malasakit

During the height of the COVID-19 pandemic last year, the Tenet Global Business Center (GBC) in Manila rolled out a series of food donation drives through its corporate social responsibility arm, **Team Malasakit**.

Team Malasakit is comprised of 70 employee volunteers from various workstreams and support groups.

The initiatives benefitted 220 members of a public utility vehicle drivers' association, an impoverished community with 400 families in Taguig and two orphanages that house nearly 1,300 children and seniors.

Team Malasakit continues to make a meaningful impact for numerous families through these and other initiatives. The word “malasakit” in Filipino means to “care for something or someone like it were one’s own,” a term that mirrors our mission to deliver quality, compassionate care in the communities we serve.

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Despite the challenges of this ongoing pandemic, we remain true to our mission with heart and compassion. As part of a Community Built on Care, we will continue to give back to our local communities and strive to make a positive impact where it matters most.

– Marilen Tuazon
GBC Country Head

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GOVERNANCE

RESPON
TRU
SUPPORT
EXCELLENCE
COMMITMENT
COMPASSION
LEADERSHIP
PARTNERSHIP
PATIENCE
INNOVATION
SUPPORT
RESPON
COMMITMENT
PREPARATION
EDUCATION
COMPASSION
RESPON
COMMUNITY
BUILT ON CARE
COLLABORATION
INNOVATION
T
RESPONSE
SUPPORT
PURPOSE
QUALITY
INTEG
ENCOURAGEMENT
GRATITUDE
TRUST

Leading with Integrity

Tenet is committed to maintaining corporate governance policies and practices that protect the long-term interests of our shareholders and promote Board and management accountability. Our Board recognizes that this requires us to continually review and refine our corporate governance to align with evolving market practices and the best interests of our company and shareholders. The corporate governance practices designed and implemented by the Board also help us operate effectively while remaining true to our mission.

Highly engaged Board
with vast experience

All board committees composed entirely of **independent directors**



Strong, independent Lead Director with robust responsibilities

Shareholder right to call special meeting with **25% vote threshold**



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



~6 years
Average tenure of directors



Active outreach and engagement
with shareholders



73%
of directors appointed in the **last five years**, five of whom are **women** and/or **ethnically diverse**

Annual election
of directors by majority standard

Annual self-evaluation process
for the Board and each committee

Our Board

Our directors collectively bring expertise in healthcare and clinical operations, as well as decades of experience in finance, crisis management and public service. Each board member offers a variety of perspectives, viewpoints, approaches and experiences to their roles.



Ronald A. Rittenmeyer

Executive Chairman,
Tenet Healthcare



J. Robert Kerrey

Lead Director, Tenet
Healthcare; Managing
Director, Allen & Company;
Former U.S. Senator



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 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 at KPMG, LLC



Richard Mark**

Chairman and President,
Ameren Illinois Company



Tammy Romo

Executive Vice President
and Chief Financial
Officer, Southwest
Airlines Co.



Saum Sutaria, M.D.

Chief Executive Officer,
Tenet Healthcare



Nadja West, M.D.**

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

*ESG Committee Chair; **ESG Committee Member

Our Commitment to Compliance

The key elements of our ethics and compliance program include:

- A commitment to the highest standards of ethics and compliance – individually, as a team and as an enterprise;
- 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 hotline where employees can report concerns or ask questions without fear of retaliation; and,
- A policy library published to our website that includes all the policies that govern our business.

Ethics Resources

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

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

Code of Conduct Training

Training our employees in compliance and ethics is integral to education and awareness. We facilitate online campaigns and train all employees regarding the Code of Conduct. Topics include:

- Being the voice of integrity
- Respect in the workplace
- Ethics and business activities
- Corporate responsibilities
- Regulatory excellence



Cautionary Language

This report includes “forward-looking statements.” These statements relate to future events, including, but not limited to, statements regarding operational and strategic initiatives, as well as developments in legislation, regulation and the healthcare industry more generally. In addition, historical, current and forward-looking ESG-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.

All of these statements represent management’s expectations, based on currently available information, as to the outcome and timing of future events, but, by their nature, address matters that are uncertain. Actual results, performance or achievements could differ materially from those expressed in any forward-looking statement. We assume no obligation to update any forward-looking statements or information subsequent to the dates such statements are made.

