

HEALTHY FUTURES
DIVERSE HORIZONS

2023

SUSTAINABILITY & DEI REPORT



CENTENE[®]
Corporation

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 affordable and high-quality products to nearly 1 in 15 individuals across the nation.



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Sarah London

Chief Executive Officer



Frederick Eppinger

Chairman of the Board of Directors

CEO AND CHAIRMAN LETTER

Dear Friends:

We are proud to share our 2023 Sustainability & DEI Report: Healthy Futures, Diverse Horizons. Centene's long-held dedication to improving the lives of children, families, seniors, people with disabilities and beyond is captured in our mission to transform the health of the communities we serve, one person at a time. Our commitment to diversity, equity and inclusion (DEI) and sustainability is aligned with our strategy and exemplifies how we deliver on our mission. This year marks the first time we are combining these two important reports.

Focusing on social impact that drives health equity and fosters environmental resilience supports our goal of delivering high-quality healthcare to those who need it most. Measuring the social and environmental impact we have on the communities we serve enables us to understand the value delivered through our products and services. Comprehensive tracking and reporting are paramount both to us and to our stakeholders to ensure we are fulfilling our mission and creating long-term sustainable value. We continually assess our progress in the areas of DEI and health, social, and environmental impact and adapt according to the evolving needs of our members and communities. We integrate principles of corporate responsibility, DEI and strong governance into every facet of our operations because we know that investments made today will deliver benefits for years to come.

For example, in 2023, we responded to employee feedback by launching a new intergenerational Employee Inclusion Group (EIG) called STAGES. This EIG seeks to build connections and community between the five generations that make up our workforce, which aligns with Centene's focus on DEI and enables us to relate to our diverse member population. We also reassessed our environmental, social and governance topics to create an updated sustainability framework to ensure alignment with Centene's business strategy and long-term planning. We examined impacts to our business outcomes and issues that are important to our stakeholders, as well as the impact we have on society, our members' health outcomes and the environment.

DEI and sustainability are core to who we are and central to how we serve our communities. The following report tracks significant milestones for both and demonstrates how Centene's DEI and sustainability strategies create long-term value for our employees, members and stakeholders. The priorities, programs, investments and metrics shared within this report ensure that Centene is well-positioned for long-term growth and success as we work to transform the health of the communities we serve.



Ashlee Knuckey
*Chief Risk, Ethics &
Compliance Officer*



Erika McConduit
Chief Impact Officer

CHIEF RISK, ETHICS & COMPLIANCE OFFICER AND CHIEF IMPACT OFFICER LETTER

2023 was a transformational year for Centene. We completed one full year operating under the Company's refreshed strategy that focuses on government-sponsored healthcare and executing upon our strategic initiatives to deliver consistent value to our stakeholders. In alignment with that strategy, we refreshed our sustainability framework that guides Centene's commitments to Empowering Health, Building Healthier Communities, Fostering a Healthy Environment and Driving Business Accountability.

It was also a year of assessment and amplification of our DEI efforts. As we balanced our internal company needs with shifting external developments, we remain confident that our commitment to DEI is the right strategy for Our Business, Our People and Our Communities. The nature of Centene's work and the fulfillment of our mission requires us to intentionally foster an environment where everyone is heard, respected and included, whether they are a member, provider, vendor, customer or colleague. Our strategies and products must meet the needs of the diverse array of constituents and stakeholders we serve.

Through this combined report of sustainability and DEI efforts, we further demonstrate Centene's commitment to make measurable, long-term impact that aligns with our mission. Additionally, the more collaborative ways in which we work drive efficiencies and deliver results across all disciplines. There is much progress to report and, as always, much work remains to be done. As we reflect on our 2023 results, we will continue to identify opportunities to further enhance our operational performance, build upon our partnerships and drive innovation for healthy futures. We appreciate your continued interest and participation in Centene's journey to deliver consistent value to our stakeholders and strengthen our inclusive culture.



DRIVEN BY OUR COMMITMENT TO HEALTH

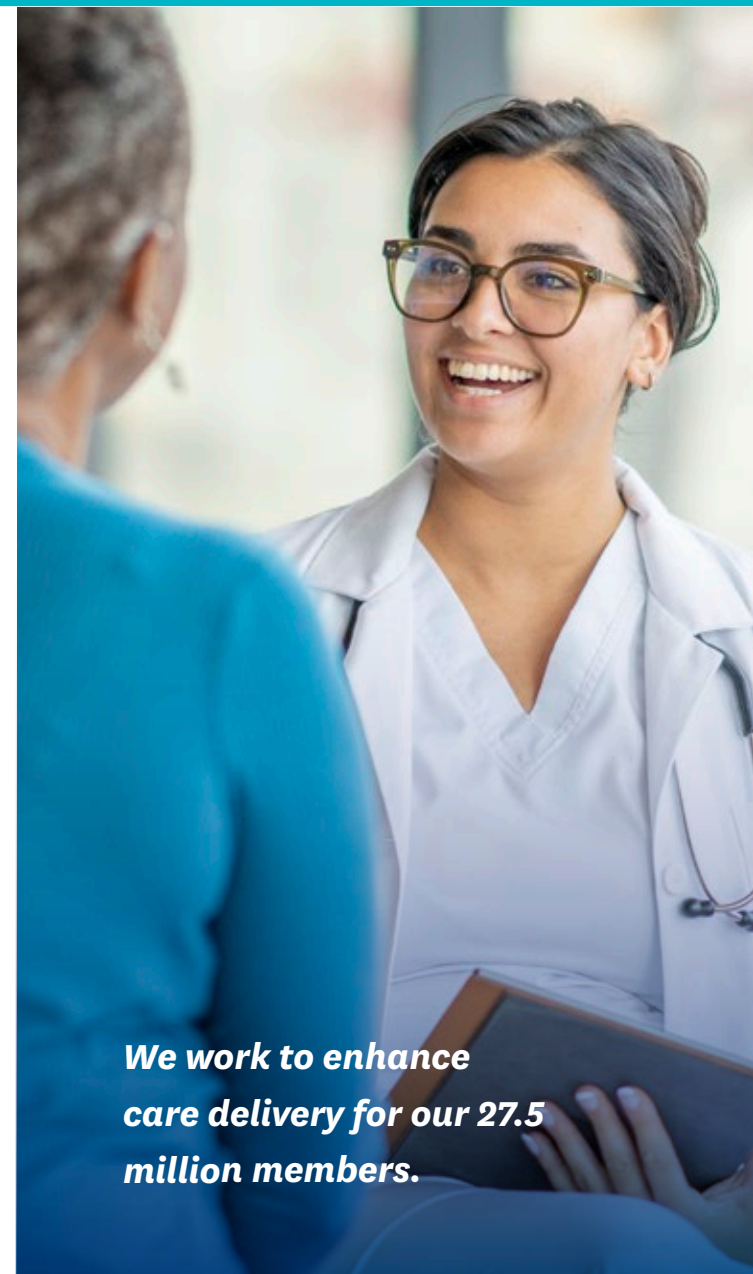
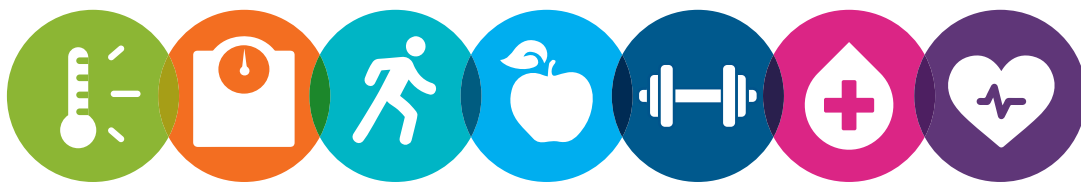
Centene is dedicated to delivering accessible, high-quality healthcare and has always relied on our partnerships with local communities to pave the way to a sustainable future.

Centene’s core philosophy is that quality healthcare is best delivered locally. Through local brands and local teams, we provide fully integrated, high-quality and cost-effective services to Medicaid and Medicare members (including Medicare Prescription Drug Plans), as well as individuals and families serviced by the Health Insurance Marketplace.

As we continually work to enhance care delivery for our 27.5 million members, our unwavering commitment lies in integrating principles of corporate responsibility, DEI and strong governance across all facets of our

operations. Together, we are supporting our mission and building a sustainable enterprise focused on creating a healthier future for our members, while supporting our providers and government partners. We are helping to build resilient communities, establish Centene as a preferred partner for our state and federal government customers, and empower our employees to do their best work while delivering value for our shareholders.

Together, we are shaping a future where healthcare is provided as a service to create holistic well-being for all.



We work to enhance care delivery for our 27.5 million members.



OUR MISSION

Transforming the health of the communities we serve, one person at a time.

OUR VALUES

Accountability, courage, curiosity, trust and service – These values support our efforts to realize our mission.

OUR BELIEFS

Our Beliefs keep us focused on providing access to high-quality healthcare, innovative programs and a wide range of health solutions that help families and individuals maintain good health, both physically and mentally:

We must treat the whole person, not just the physical body.

We will treat people with kindness, respect and dignity to empower healthy decisions.

We have a responsibility to remove barriers and make it simple to get well, stay well and be well.

We believe local partnerships enable meaningful, accessible healthcare.

We know healthier individuals create more vibrant families and communities.

OUR STRATEGIC PILLARS ENSURE A STRONG AND SUSTAINABLE CENTENE CONTINUES TO DELIVER VALUE TO OUR STAKEHOLDERS:



**ONE
CENTEAM**



**LEAD THROUGH
INNOVATION**



**GROW FROM
STRENGTH**



**TRUSTED
PARTNERSHIPS**



**MAKE IT EASY
TO WORK WITH US**



SUSTAINABILITY ASSESSMENT AND FRAMEWORK

In 2023, we refreshed our assessment of environmental, social and governance (ESG) topics to maintain alignment with Centene's business strategy and long-term planning. We considered impacts to our business outcomes, as well as the importance of issues to our stakeholders and the impacts of our business activities on society, health outcomes and the environment. Centene's Enterprise Risk Management team managed the assessment, which included industry and peer group analysis, executive interviews incorporating consideration of external stakeholder priorities, and review and approval by executive leaders and the Board of Directors. Based on the results of the assessment, we revised our sustainability framework structure around four pillars that support our Mission of transforming the health of the communities we serve, one person at a time:



EMPOWERING HEALTH

- Healthcare Quality
- Healthcare Access, Equity and Social Drivers of Health
- Healthcare Innovation and Thought Leadership
- Customer Experience and Relationship Management



BUILDING HEALTHIER COMMUNITIES

- Culture, Talent and Well-being
- Diversity, Equity and Inclusion
- Community Impact and Giving



FOSTERING A HEALTHY ENVIRONMENT

- Environmental Impacts on Health
- Environmental Sustainability



DRIVING BUSINESS ACCOUNTABILITY

- Governance and Accountability
- Ethics and Compliance
- Data Privacy and Security
- Risk Management
- Public Policy

The 14 focus areas guide Centene's commitments to Fostering a Healthy Environment, Building Healthier Communities, Empowering Health and Driving Business Accountability. We plan to review these focus areas annually and conduct a formal assessment no less than every three years. We routinely update our sustainability reporting on our [corporate website](#) and our [Sustainability](#) page for investors.



DEI FRAMEWORK

DEI is essential to who we are at Centene – it’s a driving force behind our mission. We work each day to create an environment where everyone can grow and contribute because it empowers us to serve our members and communities. In 2023, we realigned our DEI strategic framework to focus on three core areas: Our People, Our Business and Our Communities. Through this model, we:



Foster an inclusive culture for our workforce and stakeholders that reflects our communities and offers equitable access to opportunity for all



Drive economic impact through partnerships with small and diverse businesses



Promote strategies and investments that enhance the member experience, address social drivers of health and increase whole health and wellness in our communities

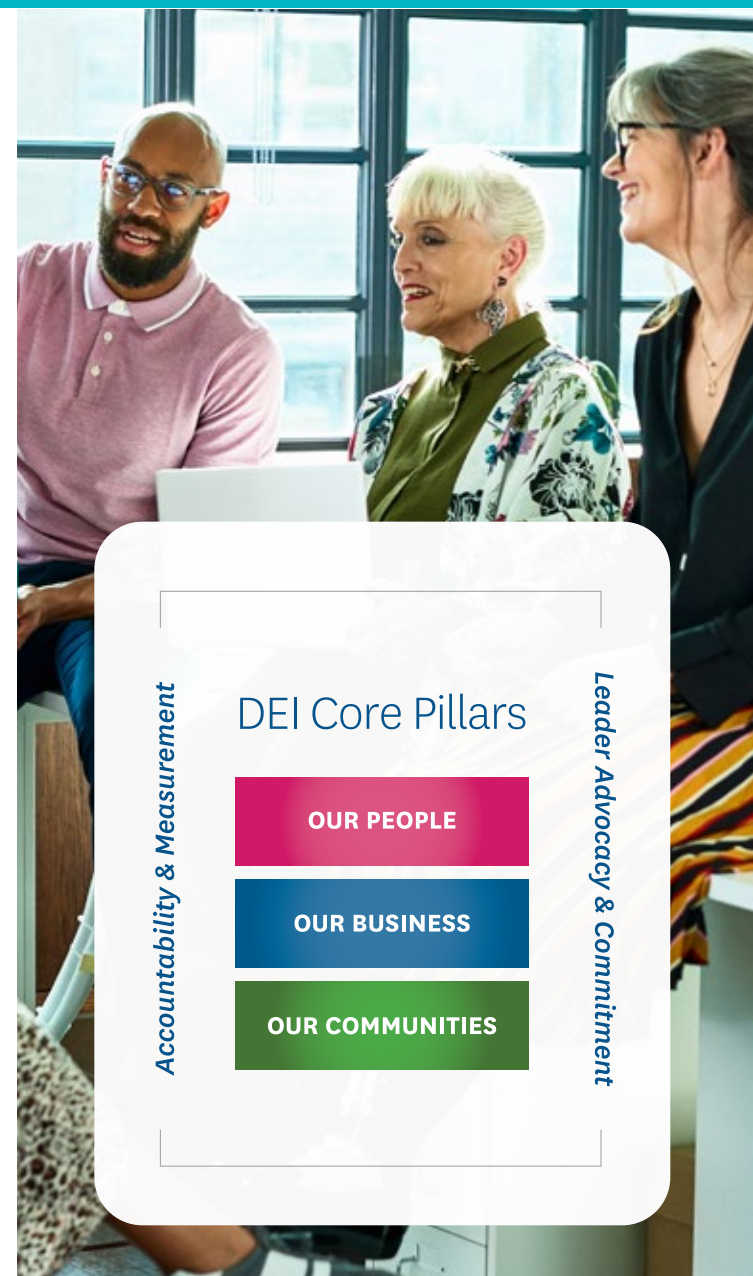


Support business development and quality improvement through innovative and inclusive growth, retention and accreditation strategies



Build trust-based partnerships focused on service to our members, workforce and communities that create long-term, sustainable impact

Central to this progression is leadership advocacy and commitment, in addition to a foundation of accountability and consistent measurement, to ensure the delivery of fair and inclusive outcomes.





STAKEHOLDER ENGAGEMENT

Centene continues to proactively engage with a diverse group of stakeholders to inform and execute our sustainability strategy. We value each stakeholder's unique perspective and use various forums, surveys and discussions to obtain feedback on our sustainability priorities and continuously improve how we operate. We used the following approaches to engage with our stakeholders in 2023:

Stockholders

- Annual meeting of stockholders and annual Investor Day.
- Quarterly financial updates and earnings reports.
- Investor conferences and events attended by management.
- Ongoing stockholder outreach and feedback meetings, including with participation by members of our Board of Directors and key members of management.

Employees

- Employee surveys to understand employee engagement and work experience.
- Employee programming, including routine all-employee town halls.
- EIGs that drive equity and inclusion at all levels of the organization.
- Enterprise events for all history and heritage months and relevant topics.

Policymakers

- Meetings with federal and state policymakers and their staff.
- Collaboration with local partners and leading advocacy organizations.
- Participation in key trade associations.

Vendors

- Vendor Summit hosted by Enterprise Procurement to facilitate discussions and collaboration.
- Annual sustainability assessments for strategic suppliers, determined based on spend and criticality to our organization.
- Partnering with diverse vendors, small-business initiatives and lending referral programs to empower vendors across the economic spectrum.

Providers

- Recurring meetings between provider engagement representatives and provider partners.
- External conferences and industry events.
- Provider forums and office hours on health plan topics.

Members

- Real-time provider visit feedback from Medicare members to measure overall satisfaction and take action.
- Monthly Marketplace pulse surveys to obtain feedback on areas of friction.
- Online research community with large, representative group of Marketplace members for regular, ongoing engagement and feedback.
- Proactive outreach efforts through multiple channels to members who must take action to maintain Medicaid coverage, as well as enhanced member satisfaction surveys.

Community Partners

- Philanthropic giving and community outreach through Centene's local health plans that focus on the needs of a specific community, region or population.
- Intentional, strategic support for our community partners through the Centene Foundation.
- Employee volunteer efforts.



Centene's mission is achieved through delivering on our strategic initiatives. Our Sustainability and DEI frameworks focus on the core pillars that drive our strategy and are essential to our mission.

Our Mission

Transforming the health of the communities we serve, one person at a time.



Strategic Initiatives

Sustainability Framework



DEI Framework



Empowering Health

Centene provides access to high-quality healthcare, innovative programs and a wide range of health solutions that help families and individuals get well, stay well and be well. Our commitment to whole health is guided by industry-leading insights into the social, behavioral and environmental drivers that impact the health of our communities.





HEALTHCARE QUALITY

STRENGTHENING QUALITY CARE DELIVERY

Given the populations we serve—Medicaid, Marketplace and Medicare—we have a unique role and responsibility in improving quality outcomes for lower-income and underserved Americans. This responsibility includes ensuring our pregnant members receive prenatal care and that their children receive well-child checkups and vaccinations. It also means ensuring our members who have diabetes and hypertension have access to the medications they need to control their blood sugar and blood pressure, and that our older members are screened for osteoporosis and cancer. These are just a few examples of our focus on quality.

Improving quality outcomes means meeting members where they are, whether that's providing culturally and literacy appropriate or translated health information materials or addressing health-related social needs. Our organization deploys its expertise, dedication and passion with our members and provider partners in mind. For example, we work to increase access to care through transportation benefits and to educate members about transportation options to help alleviate confusion. We also provide fresh fruits and vegetables to many members who are facing food insecurity and have limited access to healthy food options.

At Centene, quality is everyone's responsibility. This responsibility spans from our call center associates, care managers, clinical pharmacists, data analysts and provider engagement and health equity teams, to our pharmacy benefits manager and anyone working on claims, IT infrastructure or provider directories. Quality is foundational to the work we do in partnership with providers, defining the value we bring to our members and our government partners.



In addition to hiring a new Chief Health Officer in late 2022, we are improving our data governance processes and are embedding health equity into member-focused and operational activities.



We continue to standardize and streamline quality processes and implement real-time operational dashboards that enable the tracking of key performance metrics. We continue to invest in technology to enhance access to clinical data around gaps in care and to solidify our teams with technical experts to elevate our capabilities.



We increased our connection with members by obtaining real-time provider visit feedback to measure overall satisfaction and take necessary action.



SUPPORTING OUR MEMBERS

Our Population Health and Care Management teams leverage real-time data and predictive models to offer care coordination, care management or health education services to members across all our product lines. We facilitate individual-directed coordination of services and support and we strive to maintain positive and supportive interactions. Health education is provided to members to address their specific needs and is delivered in various formats, including self-service portals, print and digital materials.

Person-Centered Care Coordination

Care coordination takes a person-centered approach and varies in intensity depending upon the individual's aspirations, needs, preferences and values. For instance, care coordination helps arrange services to address physical, behavioral and social needs, whereas complex care management provides intentional oversight and management of multiple comorbidities and rare conditions. Our care management policies include addressing Healthcare Effectiveness Data and Information Set (HEDIS) care gaps in our member interactions by providing education, coordinating primary care provider (PCP) visits or helping members with testing services.

Chronic Condition Management

Chronic conditions are managed distinctly within our Care Management team. We support more than 4.9 million members with chronic conditions, roughly 3.1 million of whom have multiple comorbidities or rare chronic conditions. The care management these individuals receive considers and incorporates both their physical and behavioral health conditions, as well as their social circumstances. Members with chronic conditions generally receive health and lifestyle coaching focused on key milestones based on clinical guidelines for the specific chronic condition, or on goals related to obesity, smoking cessation or other healthy behaviors.



DELIVERING HIGHER SATISFACTION



>530,000 members received complex care management services in 2023.



Satisfaction survey scores for members receiving care management services exceeded 90% in 2023.



KEY CLINICAL INITIATIVES

Maternal Child Health

The Centers for Disease Control and Prevention (CDC) compiled data collected from Maternal Mortality Review Committees nationwide that found more than 80% of pregnancy-related deaths were preventable.¹ The maternal health crisis in the United States has resulted in an increased need for innovation to improve maternal and neonatal outcomes. Centene is uniquely positioned to identify solutions that positively impact not only the general maternal population, but also birthing parents most adversely affected by poor outcomes, including those impacted by racial and ethnic inequities. Centene identified metrics such as pre-term birth rate and neonatal intensive care unit (NICU) admission rate to ensure we are positively influencing gaps in maternal care. These measures, consisting of two general measures and four core pregnancy-neonatal measures, were identified to serve as indicators of the quality and performance of solutions used within the enterprise.

Enhanced pregnancy assessments are administered by Centene care managers during each trimester, including the “fourth trimester,” or the three-month period following delivery. These assessments take a whole-health approach to understanding a member’s barriers to achieving a healthy pregnancy, delivery and postpartum course. Each assessment seeks to gain additional information surrounding physical health, behavioral health, social drivers, family planning goals and sensitive issues that are known to impact pregnancy outcomes such as intimate partner violence. These assessments influence how care managers engage and empower members in accessing:

- Medical and behavioral healthcare.
- Wellness programs.
- Medical equipment.
- Community resources to support social barriers to health.
- Educational resources to fully equip them to manage their health leading up to delivery.



¹ <https://www.cdc.gov/reproductivehealth/maternal-mortality/erase-mm/data-mmrc.html>



Centene's Neonatal Center of Excellence leads best practices across health plans to enhance neonatal care.

Centene's Neonatal Center of Excellence leads best practices across health plans to enhance neonatal care. At a local level, care teams support members and address risk factors, including medical conditions and social drivers of health (SDOH) for those at high risk for having a baby born prematurely and/or critically ill. The teams also collaborate with physician and hospital partners when a member's baby is admitted to a NICU to improve quality of care and decrease length of stay. Health inequities and member choice are addressed at the community level, promoting meaningful local partnerships and culturally appropriate solutions that effectively engage these high-risk members, such as in-person and virtual doula services. In Texas, Superior HealthPlan collaborates with local partners, assisted by a grant provided by the Texas Department of Health and Human Services, to offer transitional housing to birthing parents and their children or pregnant members who are working to overcome opioid addiction.

In addition, key Centene leaders participated in a roundtable discussion on maternal health innovation hosted by White House senior leadership and the U.S. Department of Health and Human Services.



Centene health plans have undertaken several behavioral health initiatives to provide members with reliable, substantive behavioral health resources.

Behavioral Health

Behavioral health plays a crucial role in improving overall health equity. The interconnection between physical and behavioral health is increasingly more evident, as are the barriers of stigma and access that surround behavioral healthcare strategies. To ensure our members receive quality care, Centene health plans have undertaken several behavioral health initiatives to provide members with reliable, substantive behavioral health resources.

Centene performs targeted outreach to members discharged from inpatient hospitalization for mental illness to help close the follow-up after hospitalization care gap. Collaboration between behavioral health utilization management, care management and quality helps ensure program success. Members in health plans that participate in this program consistently realize year-over-year care gap improvements between 5% to 26%.

Substance Use Disorder—Our integrated approach to substance use disorders (SUD) considers the interplay between various aspects of a person’s life that may contribute to their substance use, such as stress, trauma, social isolation or co-occurring physical and mental health conditions. Centene’s HALO™ (Health Assistance, Linkage and Outreach) program leverages evidence-based predictive modeling to identify and prevent members at risk of developing a SUD and/or opioid use disorder and treat those with active SUDs to avoid worsening of symptoms by connecting members to necessary care. The HALO program also supports our maternal population to help our pregnant members and their babies. Care managers play a pivotal role in:

- Directing members to an appropriate setting for their needed care.
- Assisting with reducing barriers.
- Providing targeted education and community resources.
- Helping identify providers to meet members’ cultural, social and physical health needs.

To date, HALO has reduced emergency room visits by 39% for engaged participants. To extend the reach of HALO and provide an option that reduces stigma, Centene is pursuing delivering peer support services to create a more personalized experience that better directs resources and care to minimize relapse.



Suicide Prevention—[Centene’s Choose Tomorrow™ suicide prevention program](#)

strengthens access to care, delivers evidence-based interventions and harnesses technology to predictively identify individuals who may be at risk of suicide. Choose Tomorrow’s care management team improves engagement and treatment results by connecting members to support unique to them to address social barriers, stigma and access to care. Our training tools were developed to consider physical, mental, socio-economic and other influencers to address the nuanced risks for specific populations. Enrollment in Choose Tomorrow strengthens the opportunity to establish trusting relationships. Weekly touch points deepen connectiveness, cultivating a strong bond those experiencing feelings of isolation may lack. Our elevated level of outreach provides the opportunity to reassess risks, review safety plans, identify additional resources needed, confirm provider connections and help solve for life challenges. After initial outreach, if a member does not need to enroll in the program, follow-up still happens after one month as a precaution. This touch point also occurs after members are disenrolled

from the program to confirm risks have not increased. Choose Tomorrow also employs a postvention communications campaign during care transitions and after interaction with the care management team.

Currently, Choose Tomorrow is active in 19 states, with additional states slated to be added in 2024. During the past year, Choose Tomorrow has exceeded its goals in reducing suicide-related occurrences, but more importantly, in helping to save lives. To further enhance the program, an app-based intervention is being piloted in select markets, providing access to self-guided, digital journeys that enable care management to monitor suicide risk for members on a broader scale. For our market partners in Nebraska, New Mexico, Washington and Wisconsin, the pilot has already provided the opportunity to proactively outreach to 331 members in 2023 who created alerts generated from screening scores and indicators through the app. Alerts identified individuals who may not have fit the traditional scope for care management outreach, showing the model and process allows us to provide outreach and support to help save lives.

**THE IMPACT OF
CHOOSE TOMORROW**



Decreased total medical and mental health care cost



Decreased unnecessary Emergency Department visits



Decreased inpatient admissions



Decreased loss of human life for families and communities



100% of enrolled members connected to needed services



Social Isolation



Western Sky Community Care in New Mexico partners with Pyx Health, a behavioral health app focused on loneliness and connection. The Pyx Health app screens members for risk of social isolation and connects them to a Pyx Health Specialist. Pyx is available for all adult Western Sky Medicaid members who identify as being lonely or socially isolated; 10% of users are older adults receiving long-term services and supports. In 2023, Pyx became available for youth ages 14 and up, as well as caregivers. Outcomes from our affiliates indicated members using Pyx Health experienced a 78% improvement in loneliness scores; 31% reduction in inpatient hospital stays; 6% increase in outpatient services (medical, PCP, specialty); and 79% decrease in suicide attempts.



Centene's Sunshine Health partners with Happy, a digital mental health resource, to provide access to emotional support staff for members 18 and older. Happy assists in reducing loneliness and social isolation. Participants have 24/7 access to live, trained peer support. Happy has been shown to reduce depression, anxiety and inpatient utilization.

Happy's model features:

- A highly qualified network of peers (with backgrounds in healthcare) delivering therapeutic care centered around emotional support and accompanying instrumental support.
- Reaching members in the community through multiple engagement channels and access points to care.
- Screening for behavioral health and social care issues before they worsen and lead to more costly care.



COMMITMENT TO QUALITY AND IMPROVED HEALTH OUTCOMES

As further validation of our quality objectives, we pursue accreditation of our health plans by independent organizations that promote healthcare quality. National Committee for Quality Assurance (NCQA) Health Plan Accreditation programs provide unbiased, third-party reviews to verify and publicly report results on specific quality care metrics. NCQA Health Plan Accreditation includes quality metrics (i.e., HEDIS and Consumer Assessment of Healthcare Providers and Systems (CAHPS) measures) reported publicly each year in NCQA's Health Plan Ratings. We achieved NCQA accreditation in 72% of states where we currently have health plan operations. We also verify the credentials and backgrounds of our partner providers using standards supported by NCQA to ensure the quality of our networks.

Health equity is core to our mission and how high-quality care is provided. NCQA's Health Equity Accreditation uses comprehensive, data-driven evaluation standards to provide a solid foundation for addressing inequities. During 2024,

we will continue to develop an enhanced framework that supports our health plans in implementing and scaling solutions that measurably improve the health of the communities we serve. We continue to embed health equity in all applicable operations, create meaningful initiatives, programming and partnerships that enable greater equity and access to opportunities for our members. Whether through best-in-class benefit designs that address drivers of health, partnerships designed to improve maternal health outcomes or increased access to mental health services, or with Centene Foundation grants that invest in local organizations, our goal is sustainable, measurable progress.

Accreditation is only one measure of our ability to provide access to quality care for our members. HEDIS, Quality Rating System, and Star Ratings reporting constitutes the core of the information base that drives our clinical quality performance efforts. This reporting is monitored by national and local health plan quality improvement committees

and our corporate Population Health management and Quality Improvement teams. We remain committed to our quality initiatives and continue to focus on investments that we expect will translate into value.



Twenty Centene markets have already earned Health Equity Accreditation, 12 of which obtained this accreditation for the first time in 2023.



HEALTHCARE ACCESS, EQUITY AND SOCIAL DRIVERS OF HEALTH (SDOH)

HEALTH EQUITY AND SDOH

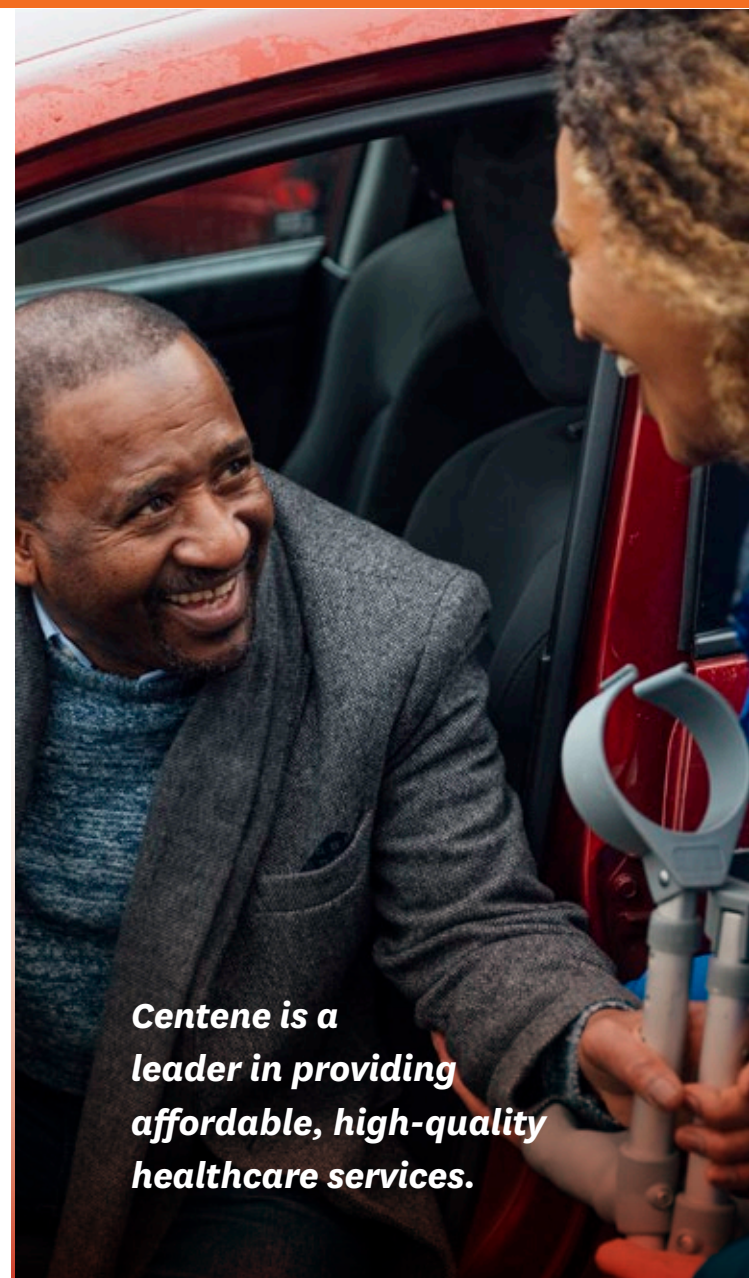
Centene is a leader in providing affordable, high-quality healthcare services, and we're continually enhancing our efforts to address SDOH. The company's long history of identifying and removing barriers to health is a testament to our goal of providing equitable care and access for all members. From provider accessibility initiatives to innovative behavioral health strategies, our health plans develop tailored, local programs and campaigns to support their members through solutions that promote whole-person care and enhance health equity in their communities. Just a few examples of these programs include:



In 2023, **Managed Health Services (MHS) Indiana** prioritized their efforts around birth equity. MHS is striving to address disparities among Hispanic and Black birth-givers in the state, in part by establishing doula services. They also collaborate with community partners to help grow local career paths and living wages for lactation consultants, doulas and maternal community health workers.



Sunshine Health in Florida partnered with the American Cancer Society Breast Health Equity Collaborative and federally qualified health centers throughout the state to address barriers to life-saving cancer screenings and treatment experienced by women of color.



Centene is a leader in providing affordable, high-quality healthcare services.



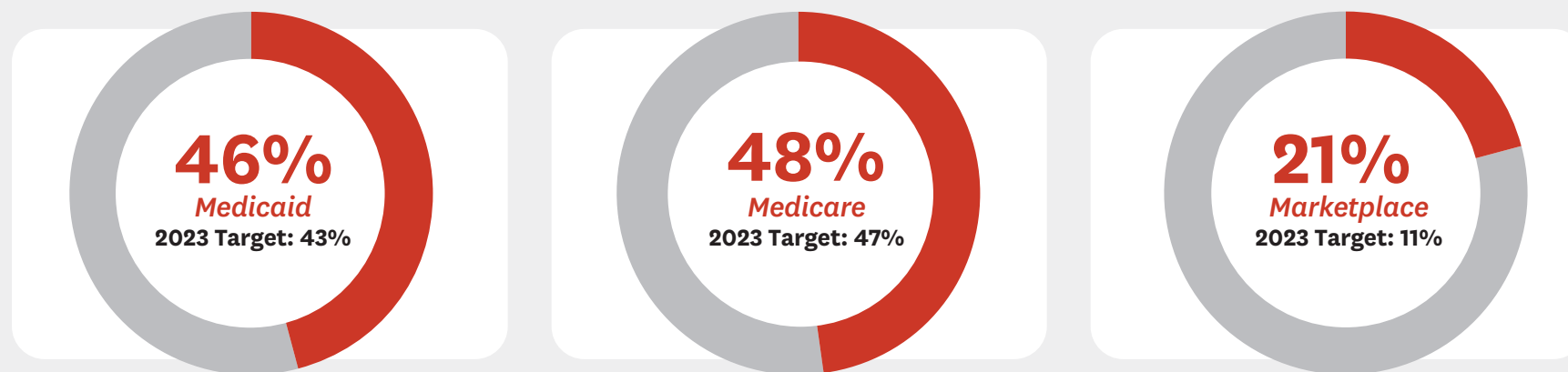
PROVIDER PARTNERSHIPS

Value-Based Care

Value-based models of care enable us to further incentivize our healthcare providers to deliver health outcomes and high-quality care. Having started in Medicare, we have achieved significant growth in value-based contracts in both our Medicaid and Marketplace products over the last several years.

To expand 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 PCP groups and individual care providers. These smaller practices tend to care for members in rural or less mature managed care markets. Additionally, we pursue risk models with PCPs and specialized vendors to manage certain conditions.

Percentage of members in value-based contracts by product as of 12/31/2023:





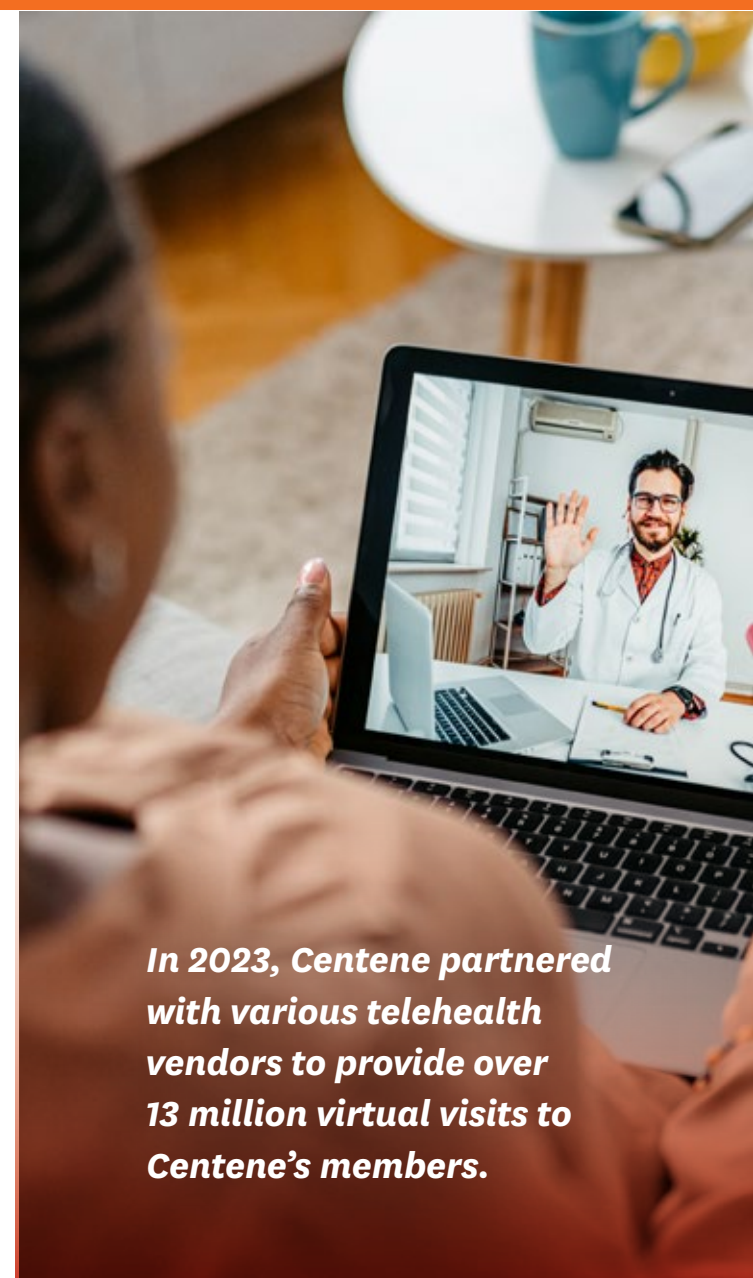
Virtual Care

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 2023, Centene partnered with various telehealth vendors to provide over 13 million virtual visits to Centene's members. We continue to expand our virtual care network with a focus on holistic delivery of care to include providers covering specialties such as pediatric therapy, dermatology and substance use treatment.

Provider Experience

Centene's Provider Engagement Operating Model was launched in 2021 to better align our provider-facing teams in the field to the providers they support. The model ensures that providers have a dedicated Provider Engagement representative serving as the first point of contact for any issue the provider may encounter. These representatives collaborate cross-functionally with their peers at the health plan and corporate functions to identify the best subject matter expert to resolve the provider's issue.

To support providers in value-based contracts, the Provider Engagement representatives help providers optimize their performance by discussing their progress toward contracted incentives, best practices related to care gap closure and HEDIS metrics, and other key measures used to evaluate the quality of care being delivered to Centene members. Provider Engagement representatives also review these topics in monthly Joint Operating Committee meetings, which include key stakeholders from the provider group, to ensure broad understanding of the work needed to optimize the cost and quality of care.



In 2023, Centene partnered with various telehealth vendors to provide over 13 million virtual visits to Centene's members.



COMMUNITY SCREENING FOR DRIVERS OF HEALTH

Centene screened over 1.9 million members for SDOH across all its health plans in 2023. Across multiple states, Centene health plans have implemented community integrated social services technology platforms to connect members with community benefit organizations. The platforms enable real-time information sharing and centralized access to community support systems, helping members access resources for improved health and quality of life. One example is the Mobex Community Kiosks, which allow Centene to gather SDOH data while providing convenient access to care. These kiosks—which can be found in provider offices, retail stores, libraries and shelters—enable members to request support for food or housing insecurity; access educational resources for maternal health; utilize mental health and language translation services; and schedule telehealth appointments. Members also can complete SDOH assessment questions that are uploaded into Centene’s database. The aggregate data is used to evaluate and explore new solutions to member care. In 2023, members interacted with our Mobex Health Member Connect Stations and hand-held tablets over 91,000 times. Of those interactions, 7,000+ were telehealth related and 25,000+ were related to health equity needs. Of those 25,000+ health equity interactions, members of the community searched most often on topics for needing assistance with housing (22%), food assistance (17%), transportation (12%), Medicaid renewal (20%) and more.



25,000+ Mobex requests for health equity-related assistance



7,000+ telehealth-related Mobex interactions



1.9 million members screened for SDOH in 2023



Since 2018, the Barrier Removal Fund has contributed over \$2.3 million in grants to 248 providers across 16 states.

IMPROVING CARE FOR PEOPLE WITH DISABILITIES

In general, Medicaid and Medicare members with disabilities receive less preventive care than those with no disability, often attributed to physical access difficulties. The **Centene Provider Accessibility Initiative (PAI)**, designed in collaboration with the National Council on Independent Living (NCIL), strives to provide equal access to quality healthcare and services that are physically and programmatically accessible for our members with disabilities and their companions by increasing the percentage of Centene providers who meet minimum federal and state disability access standards. The initiative also focuses on 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 \$2.3 million in grants to 248 providers across 16 states.**

In 2023, Centene, NCIL and three Centene health plan affiliates partnered to continue the BRF in Delaware, Nebraska and New Mexico.

Examples of projects funded include:

- Accessible exam tables and weight scales designed specifically for patients with disabilities.
- Programmatic accessibility items such as noise-cancelling headphones and weighted blankets.
- Americans with Disabilities Act-compliant structural improvements such as handrails, wheelchair ramps and automatic doors.

Each project played a vital role in improving healthcare facility access for people with disabilities.



HEALTHCARE INNOVATION AND THOUGHT LEADERSHIP

USING TECHNOLOGY TO IMPROVE HEALTH OUTCOMES

Centene is investing in applying artificial intelligence and machine learning (AI/ML) technologies to improve the health of our members and contain rising healthcare costs. We recognize the need to use these powerful AI/ML models carefully and responsibly to turn data into knowledge, help address member needs and even save lives.

Data-Driven Solutions

In addition to its predictive uses for our Choose Tomorrow and HALO programs, AI/ML modeling is built into innovative, care-focused initiatives at Centene.

Start Smart for your Baby®—Centene is committed to improving the whole health of our maternal population and continues to invest in ways to address the barriers our members face in achieving a healthy pregnancy and delivery. The Start Smart for your Baby (SSFB) program aims to:

- Improve obstetrical and pediatric care services.
- Reduce severe maternal morbidity and mortality.
- Reduce premature deliveries.
- Reduce low birth weight deliveries and infant disease.

Centene continues to advance SSFB through data analytics, AI/ML predictions and educational components. We now look to further its impact through targeted interventions to address health inequities that contribute to higher rates of pregnancy complications and pre-term births. AI models assist in predicting both low birth weight deliveries and maternal complications.

Readmission Reduction Program—Safe care transitions from the hospital to other settings are essential to high-quality patient care and reducing avoidable readmissions. Members who access higher levels of care, especially those with serious and complex illnesses or conditions, are at risk for admission or readmission to an acute setting if they develop a complication during transition from one healthcare provider or setting to another. Centene's Readmission Reduction Program aims to reduce

potentially preventable readmissions by working to ensure optimal transitions of care from non-acute and acute care settings. Our Readmission Prevention Model assigns a probability of having a potentially preventable readmission within 30 days of discharge to each member currently in an acute inpatient facility. This model assists discharge planners and care managers with prioritizing post-discharge outreach to those members most in need.

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.

Using Data to Identify and Understand Disparities

Centene's Health Equity Improvement Model focuses on providing equitable access to healthcare for individuals and communities disproportionately affected by inequities. The model uses quantitative and qualitative data to identify and understand the healthcare disparities among our member population. This helps tailor specific interventions for the needs of each of these communities, as well as the provider networks who serve them. The Enterprise Quality and Performance Improvement team supports health plans in successfully implementing this model, resulting in achievements such as improved rates of immunizations for children within the Hispanic/Latino population of Nevada's SilverSummit Healthplan and enhanced maternal health outcomes among African American and Black members with California's Health Net.





PARTNERSHIPS AND EVALUATION

The Centene Center for Health Transformation™ is an industry/academic partnership where pressing issues in healthcare inspire creative solutions 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, Centene Center's researchers have completed more than 35 manuscripts for publication. In 2023, Centene Center supported 13 collaborative studies across important areas like vaccination, medication adherence and behavioral health.



In 2023, in partnership with researchers at Duke's Center for Advanced Hindsight (Duke's Center), we studied how to

most effectively support Centene staff members in recognizing vaccine misinformation. These findings are now informing a comprehensive member-facing employee education program to be implemented in 2024. Duke's Center is also a key partner in Centene's efforts to provide excellent care management services to those most in need. This center partnered with researchers from the Health Communications Research Lab at Washington University to interview members about their experiences with care management. Insights from these members will inform enhancements that improve our delivery of person-centered care and whole-health outcomes. Duke's Center will continue to evaluate the impact of these enhancements.

Centene Center continues to push the boundaries of our work by helping teams across the enterprise solve problems and nudge members toward healthier behavior. As we move forward, we will continue to expand our partnerships to ensure that Centene remains poised to intentionally, efficiently and effectively answer the next big questions in healthcare.



CUSTOMER EXPERIENCE AND RELATIONSHIP MANAGEMENT

ENHANCING THE MEMBER EXPERIENCE

Our members are at the heart of everything we do. To stay true to our objective of providing the best possible care for individuals and communities, we continue to make improvements that simplify and enhance the member experience.

Empowering Medicare Members

We are committed to improving the well-being of our Medicare members through a combination of tools and touchpoints including:



Providing more ways members can access quality care and their benefits: We are making it easier for our Medicare members to access their digital plan health information, receive virtual care and compare drug costs. Our new Wellcare Spendables™ card provides members benefits on one, easy-to-use card to cover services and other costs. Our partnership with Express Scripts intends to simplify the mail-order prescription process, including allowing members to switch to longer max-day supplies.



Supporting our members every step of the way: From the moment they enroll, we provide members with the resources and support they need to manage their health and understand their health plan. Within the first 90 days of enrollment, our teams reach out to every new and renewing member to discuss key updates and features in the member's health plan and answer questions. Throughout the year, we send communications designed to ensure our members understand their benefits, how to use them and where they can access their information, self-directed tools and more.



Inspiring members to take charge of their health: We continue to invest in numerous self-directed tools such as the Member Portal, Application Tracker, Find a Provider and Health To-Dos. These tools give members the ability to navigate their health plan. From reminders on scheduling their annual wellness visit or in-home health assessment, to helping members set up mail-order pharmacy, to answering questions on a particular benefit, we make sure members have the information they need to use their benefits and receive the care they need.



Keeping Our Communities Covered

Across each of our Medicaid markets, we are continuously reviewing ways to enhance the member experience through new and ongoing initiatives. We are committed to ensuring the people in our communities have the appropriate health coverage, particularly as redeterminations began in 2023 after a three-year pause due to the COVID-19 pandemic. We use a data-driven focus on each member touchpoint to “meet the member where they are.” This has helped to ensure that our members are supported in various ways to maintain their coverage and get the information they need. In addition, other technology and operational improvements support our members’ access to timely, high-quality information and resources.



Targeted, direct-to-member engagement: Proactive outreach efforts are being conducted to members who need to take action to maintain their coverage, including through multiple channels such as direct to member digital, mail and calls. As of the end of 2023, over 18 million outreach attempts were made. In addition, when members call our call center and are within a timeframe where they need to act, our agents have this information readily available and can proactively speak with the person about the need and next steps.



Community organizations and provider partnerships: We know it’s important to conveniently deliver information to our members timely and where they are. We use our strong community and provider-based partnerships in each of our markets to ensure awareness and education was available in places such as food banks, YMCAs, Boys & Girls Clubs and schools. We have also made several improvements in our contract to pay processes to improve the accuracy of our provider directories and claims payments.



Member support: We have enhanced our member satisfaction surveys to get more actionable feedback from our members and have invested in new technologies, enhanced call quality review and streamlined internal structures allowing for better responsiveness to member comments and concerns.



ambetter
HEALTH

Sempre helped members achieve a remarkable 14% increase in medication adherence, and Paytient successfully facilitated an estimated \$8.7 million in member spending on essential services.

Introducing Programs to Make Healthcare More Affordable

We understand that affordable healthcare is always top of mind for our members. In 2023, Ambetter Health introduced a few ways to help our members limit their out-of-pocket costs.

Sempre significantly reduces the financial burden on members by offering lower monthly copayments for timely medication refills. Sempre helped members achieve a remarkable 14% increase in medication adherence. It has also delivered substantial savings of over \$1 million to Ambetter Health members on their prescription copayments. Nearly a quarter of members eligible for the program have chosen to enroll. Members have mentioned that Sempre has enabled them to allocate their cost savings toward putting more food on the table, eliminated the need to make the difficult choice between essential medications and has had a positive effect on member overall health and well-being, providing invaluable financial support for necessary medications.



\$1M+ substantial savings to Ambetter Health members on their prescription copayments.

The **Paytient** program offers Ambetter Health members in Mississippi, Indiana and Tennessee access to a \$750 credit line with no fees or interest, specifically designed for covering medical, dental and vision care expense. Paytient has successfully facilitated an estimated \$8.7 million in member spending on essential services, with a significant portion of this care delivered by PCPs and specialists. An astounding 80% of surveyed members expressed a heightened likelihood of renewing their Ambetter membership due to their positive experience with Paytient.



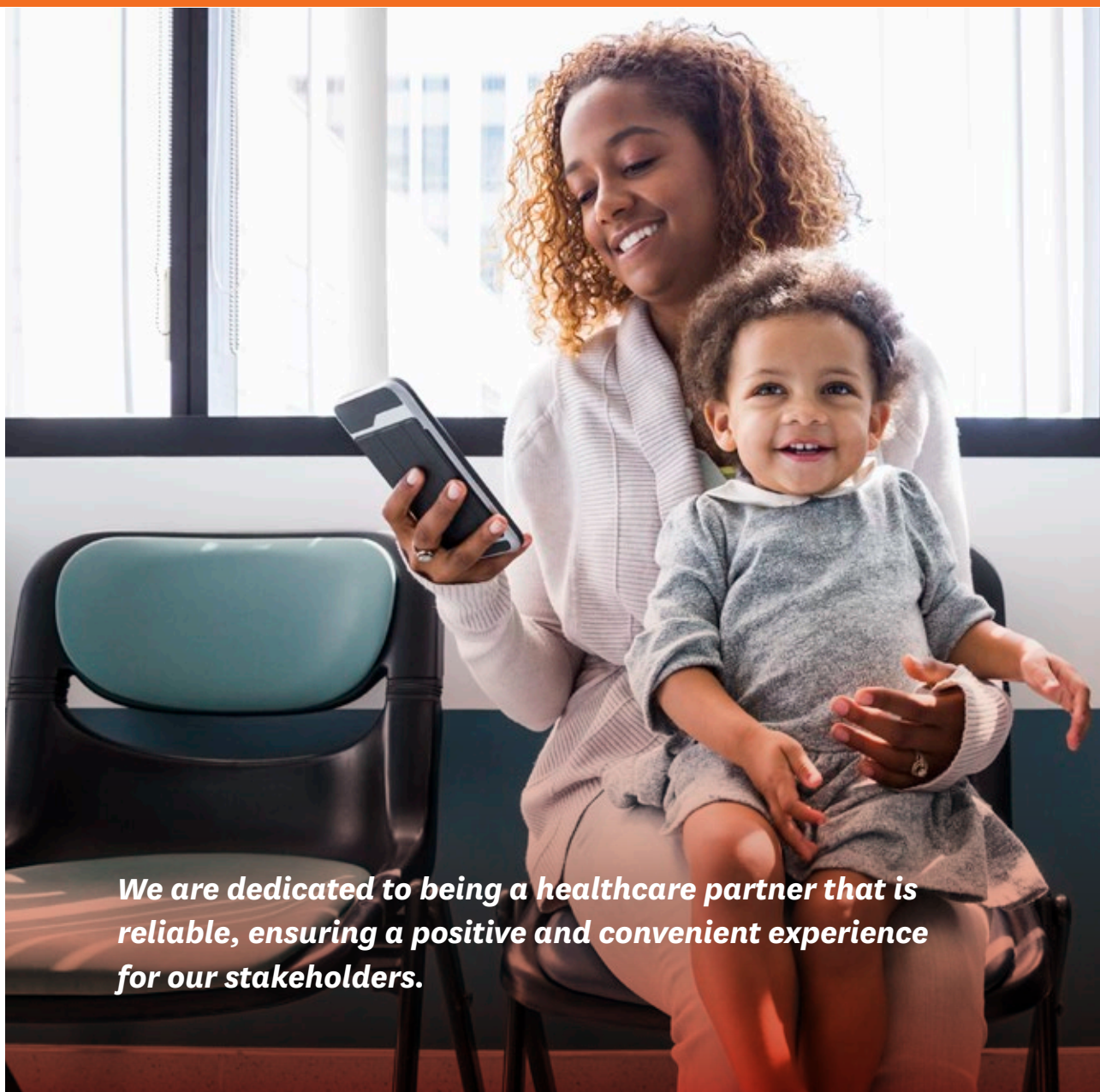
\$750 credit line with no fees or interest to Ambetter members in Mississippi, Indiana and Tennessee.



MEASURING CUSTOMER EXPERIENCE

We are dedicated to being a healthcare partner that is reliable, ensuring a positive and convenient experience for our stakeholders. Centene uses several metrics to measure customer experience such as HEDIS and CAHPS. Additionally, Ambetter Health uses metrics such as Customer Satisfaction Score and Net Promoter ScoreSM to continually assess customer satisfaction across self-service channels and human-supported transactions. We conduct anonymous and random monthly pulse surveys to gather feedback from Ambetter Health members and providers regarding their relational and transactional interactions.

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We are dedicated to being a healthcare partner that is reliable, ensuring a positive and convenient experience for our stakeholders.

Building Healthier Communities Through DEI

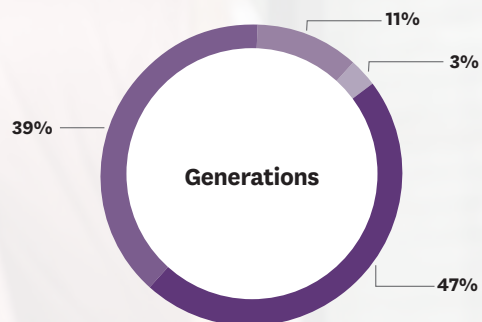
At Centene, we are rooted in a strong commitment to DEI. Contributions from individuals with a variety of backgrounds, cultures and perspectives empower us to deliver better healthcare outcomes for our members and support long-term community growth. Guided by the core pillars of our strategic DEI framework—Our People, Our Business and Our Communities—we work across our organization to build an inclusive workplace culture, foster strategic partnerships and investments, drive economic impact and offer equitable opportunity for all.





WORKFORCE DEMOGRAPHICS

GENERATIONS DISTRIBUTION OF OUR WORKFORCE



- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Generation Y/Millennials (1981-1996)
- Generation Z (1997-2012)

SUPERVISOR+

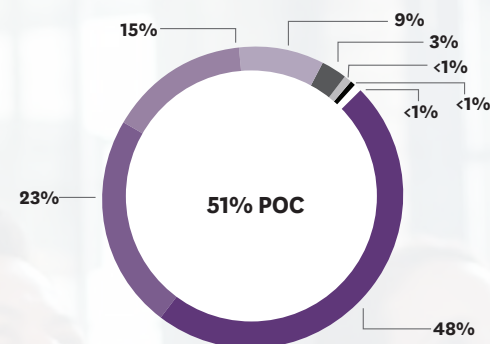
38%
POC SUPERVISOR+



65%
WOMEN SUPERVISOR+



RACE/ETHNICITY DISTRIBUTION OF OUR WORKFORCE



- White
- Black
- Hispanic/Latino
- Asian
- Two or More Races
- American Indian or Alaskan Native
- Native Hawaiian or Other Pacific Islander
- Undisclosed

SELF ID

12% INDIVIDUALS WITH DISABILITIES

3% VETERANS

2% LGBTQIA+

BOARD OF DIRECTORS

50%
WOMEN AND POC ON BOARD OF DIRECTORS



GENDER DISTRIBUTION OF OUR WORKFORCE

76%
FEMALE



24%
MALE



Information as of December 31, 2023. Workforce data includes all full-time and part-time U.S. employees of Centene's integrated companies. Our total Full-Time Equivalent (FTE) count (including international and U.S. non-integrated companies) is approximately 67,700.



OUR PEOPLE

Centene's success at empowering health in our member communities depends entirely on the work and well-being of our dedicated team members and partners.

We actively cultivate an organizational culture that promotes open communication, inspiring everyone to share their unique perspectives. This ensures the integration of a diverse array of ideas, skills and experiences into our healthcare solutions.

WHO WE ARE

To deliver on our mission to transform the health of the communities we serve, one person at a time, we believe our workforce should reflect our members' diverse circumstances and experiences. Members are more likely to engage with individuals who share their lived experiences, which helps us build trust and enhance our healthcare delivery model. Centene's recruitment, hiring and retention efforts seek to support the diversity of our employees at all levels and reflect our commitment to a hyper-local approach to care.

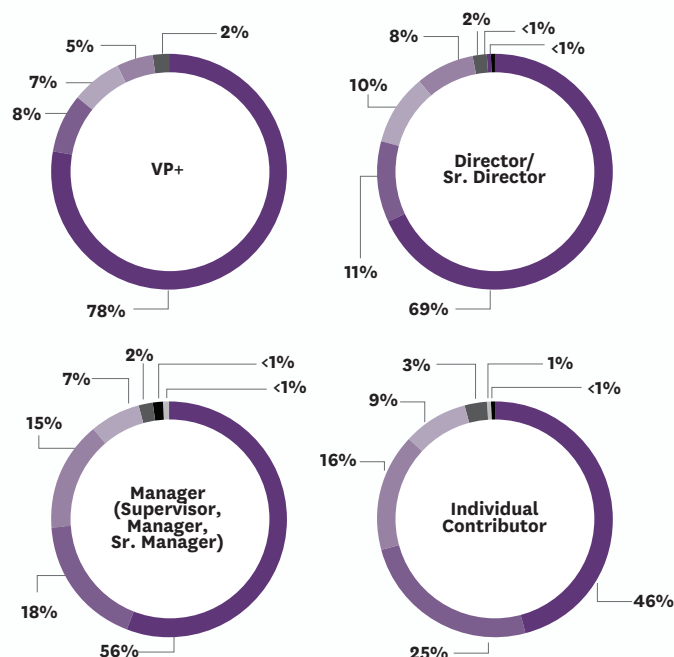
In 2023, various factors shaped the employment landscape, including economic uncertainty, the rising cost of living and heightened social and political tensions. Despite these challenges, Centene continued its efforts to ensure its workforce reflects the communities and members it serves. Our workforce representation data includes 76% women and 51% people of color, which is reflective of our member demographics of 53% women and 50% people of color. While we considered demographic data to identify and correct potential barriers, all employment decisions were made based on the employee or candidate's individual merit and relevant experience.



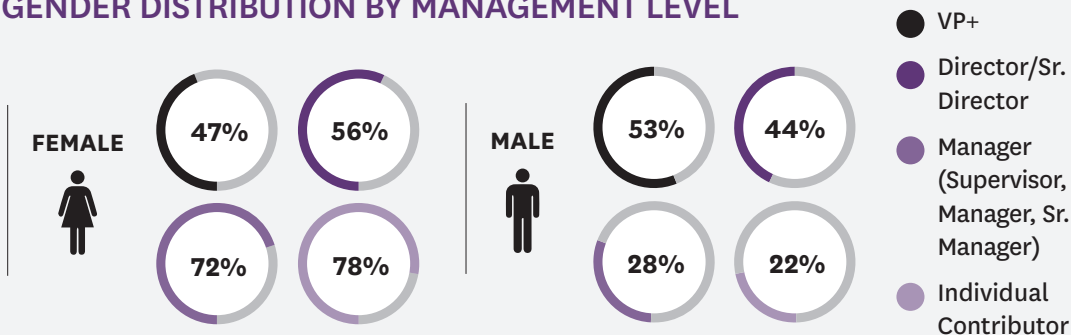


RACE/ETHNICITY DISTRIBUTION BY MANAGEMENT LEVEL

- White
- Black
- Hispanic/Latino
- Asian
- Two or More Races
- American Indian or Alaskan Native
- Native Hawaiian or Other Pacific



GENDER DISTRIBUTION BY MANAGEMENT LEVEL



Per the Key Performance Indicators for the Bloomberg Gender Equality Index, Centene defines "senior management" as VP+ (i.e., within two levels from executive management). "Middle management" is defined as Directors + Managers (i.e., within three or more levels from executive management). Our combined statistic for women representation at the Directors + Managers level is 68%.

Retaining our talented workforce is also a critical element of our strategy, and we are pleased to report a 36% reduction in voluntary turnover rates from 2022 data. In addition to retaining our talent, career advancement is an important metric we track.

McKinsey and Company's 2023 Women in the Workplace report notes that the average representation for women in the healthcare systems and services industry is 76%, with representation declining as leadership levels advance.* We are proud of our strong overall workforce representation of women, comprising 65% of leaders at the supervisor+ level and 47% of leaders at the VP+ level.

Navigating this complex and competitive talent landscape requires increased creativity and innovation in how we find and keep the best people to care for our members. Our innovative talent programs, intentional partnerships and strong employee engagement efforts contribute to a culture that provides equitable access to opportunity for all our team members.

*2023 McKinsey Women in the Workplace Report



TALENT

Centene’s Talent Attraction team continued its journey in building an industry-leading practice that leverages inclusive hiring as a competitive advantage. From refining the tools that develop and manage our talent pools, to evolving our inclusive hiring strategies, the team’s initiatives allow Centene to continue attracting top talent across multiple disciplines, while remaining aligned with Centene’s business objectives and reinforced by embedded DEI best practices.

Enhanced Hiring Systems

In 2023, Centene implemented a candidate relationship management technology. This system enables us to proactively develop robust talent pools, stay connected with passive candidates and keep track of where candidates are in their career journeys. With the ability to dynamically manage communication and build relationships with diverse talent segments, our candidate engagement and experience are elevated from day one.

Temporary Workforce Portal

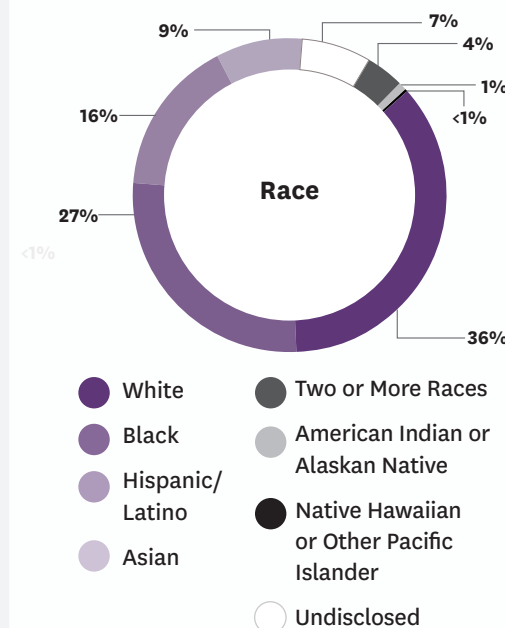
Through our partnership with our vendor management system technology, Centene expanded a pilot portal for contingent workers across the company. This portal gives the company’s contingent workforce the ability to voluntarily share information such as: gender, sexual orientation, disability,

gender identity, race and military/veteran status. Centene receives aggregated data quarterly and includes the extended workforce in efforts to build diverse teams with the intention of dynamic and empathetic solutions and engagements for our members.

Interns

In 2023, Centene’s competitive, paid internship program attracted top talent from across the country. The 2023 cohort was the largest one to date, with 247 participants from 129 different institutions. The 12-week hybrid program consisted of learning experiences grounded in business development, executive networking, professional development and community service. This approach created a unique connection between talent and business units, resulting in 24%

NEW HIRE DISTRIBUTION OF OUR WORKFORCE*



72%
FEMALE



23%
MALE



**5% of 2023 new hires did not disclose information on gender*

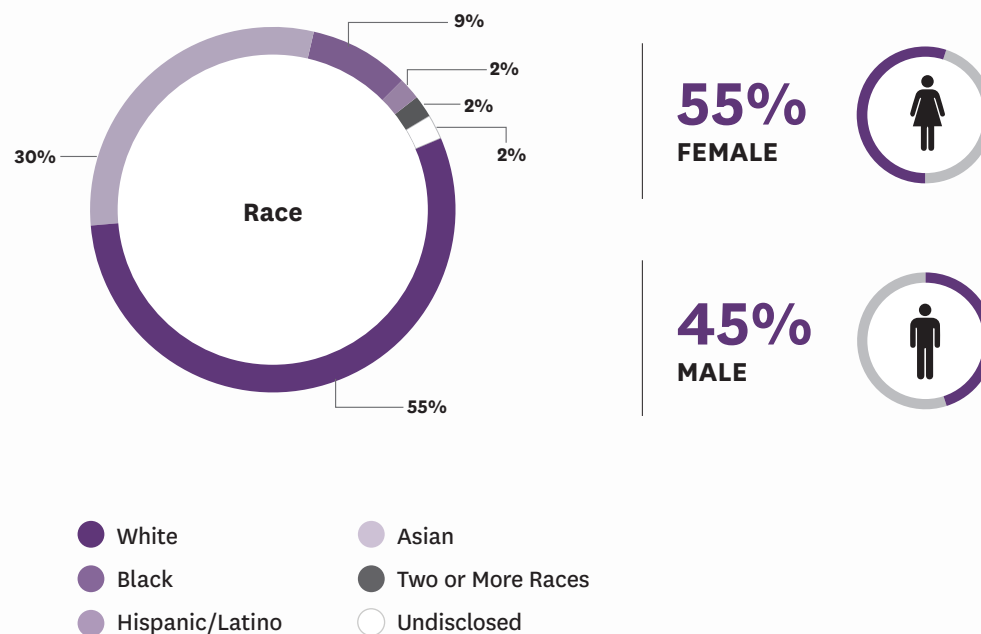


of participants either converted to full-time employees or retained for additional part-time internships. The internship program is a key element of Centene's multi-faceted approach to building a talent pipeline that includes a wide range of talent.

Inclusive Hiring Practices

Our inclusive hiring practices are designed to foster diverse representation of qualified talent by identifying and including a diverse slate of candidates based on their unique skill sets, ideas and experiences. We do not have de facto hiring quotas or set aside positions based on race or gender. We also recommend that hiring leaders leverage the best practice of diverse interview panels for our job openings. The interview panel is an important step in making sure that all talent is equitably considered for positions throughout the enterprise; it signals to candidates that we value different points of view and opinions. In addition to external new hires, our inclusive hiring practices also inform the development of our internal talent pipelines and succession planning. Whether bringing in new team members or advancing a team member's internal candidate journey, Centene is committed to fair and inclusive hiring practices that ensure that all candidates are given equitable consideration.

INTERNS BY RACE AND GENDER





Military Recruitment—One of our competitive talent strategies for veteran and military talent generation is through the expansion of partnerships with the Wounded Warrior Project, Hiring Our Heroes, Onward to Opportunity, Military Spouse Employment Partnership (MSEP) and CyberUp.



HIRING
OUR HEROES



MILITARY SPOUSE EMPLOYMENT
PARTNERSHIP



CYBERUP

Centene attended **MSEP's 2023 Annual Employer Meeting** to enrich our approach for attracting military spouses to Centene's roles and culture. Centene is one of the 700 MSEP partners actively engaging military spouses for jobs and has partnered with the organization since 2012. With Centene's workforce primarily being remote, several

historical barriers for veterans, military spouses and transitioning members of the service have been reduced as they transition to civilian roles with valuable transferable skills.

Our partnership with **CyberUp**—a nonprofit organization dedicated to

training and placing veterans, women and people of color into paid cybersecurity apprenticeships—further enhanced our veteran and military-inclusive talent strategies throughout 2023 and has been renewed for 2024. Centene has hired 17 veterans or military family members into cybersecurity roles through the apprenticeship program.



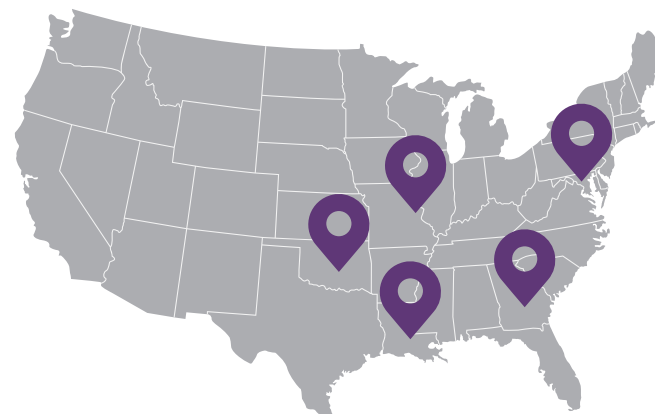
Hiring Individuals with Disabilities—

Our Talent Attraction team continued to advance Centene’s disability-inclusive hiring practices in 2023 through the Society for Human Resource Management Foundation’s “Employing Abilities at Work” certificate program. This multi-faceted program educates talent managers and recruiters on the barriers to employment experienced by individuals with disabilities, as well as organizational strategies for building a workforce that is equitable and inclusive of this talent pool. This program augments our established inclusive hiring practices for individuals with disabilities, including the efforts of our Workplace Accommodations team to provide candidates the resources and support they need during the interview and onboarding process.

Historically Black Colleges and Universities (HBCU) and Diversity Partnerships—

Our University Relations team continues to deepen and enhance partnerships with both HBCU institutions and diverse student groups across the country. The team nurtured partnerships with Howard University, Albany State University, Langston University, Harris-Stowe State University and Xavier University of Louisiana.

📍 HBCU Partnership Locations



The University Relations team also hosted or attended 29 events, with over 50% focused on diverse student populations, including women in technology, Black engineers, Black and Latino actuaries and people with disabilities.



CAREER DEVELOPMENT

Following the critical first step of bringing in team members who are committed to delivering on our mission, Centene's Talent Management departments support our team members by using equitable talent development strategies that optimize workforce potential. These strategies enhance employee engagement and align individual skills with organizational goals, leading to improved performance, innovation and long-term business success.

Development Programs

Centene welcomes all interested employees to participate in a variety of continued career development collaborations with external partners such as Harvard University and the Fellows Experience. Harvard's Women in Leadership Program, which fosters leadership skills and enhances professional growth for those emerging into management roles, featured a cohort that included leaders from the I.N.S.P.I.R.E. Employee Inclusion Group, as well as individual contributors who were identified as top performers.

Centene has a 2023-2024 cohort of 33 leaders participating in Fellows Experience, a 12-month leadership program for mid-level managers and high-level individual contributors. For more than a decade,

Centene has been a proud sponsor and participant in this program, which provides an avenue to accelerate leadership competencies through a curriculum focused on professional development, relationship building and civic engagement.

Internal talent development programs afford us an additional opportunity to identify top talent and help them build the skills needed to become Centene's next generation of leaders. Our relaunched sponsorship program included eight mentor/mentee pairings for 2023, continuing its work to create equitable opportunities, encourage the inclusion of historically underrepresented talent at the top levels of the executive ranks, facilitate authentic networking and identify clear paths for career success. The sponsorship program operates in parallel with other





internal development programs. Our internal development programs welcome all interested employees and foster connection, visibility and community for diverse cohorts of leaders at Centene who previously graduated from external development programs including the Fellows Experience and Harvard Women in Business, helping to build on the development and enrichment begun in those programs.

In addition to these programs, the DEI Office delivered its second annual Fall into Development program series to help employees enhance skills for their current role and future opportunities at Centene. This year, the DEI Office delivered workshops on inclusive leadership, the performance review cycle and Centene's internal resources for career advancement and upskilling. Fall into Development was even more successful than last year, garnering 9,500+ participants and overwhelmingly positive response.

Coaching—In 2023, Centene partnered with EZRA, an industry-leading digital coaching platform, to begin offering select Centene people leaders with individualized

leadership coaching. Typically spanning 6 to 12 months, coaching is an intentional investment tool for top talent that focuses on each person's unique development goals. This resource offers interactions that are different from mentorship and sponsorship relationships by pairing Centene leaders with highly credentialed external coaches. The program formally launched in September and has 126 leaders currently enrolled. Initial utilization and quality metrics are very strong and thematic insights from participants will help inform future development strategies to ensure we are meeting leaders where they are.

FALL INTO
DEVELOPMENT

9,500+
Participants





LEAD—In addition to the baseline orientation and resources provided to all people leaders, Centene offers an optional leadership and management development program called LEAD. This multi-phased program is an engaging mix of facilitated and self-paced learning, hands-on application and networking, all targeted at upskilling people leaders in this era of hybrid work and continuous change. LEAD takes people leaders beyond the basic skills needed in their roles through two key tracks. **LEAD: Skills for Success** is a six-week, self-paced online program in which people leaders are invited to assess their past leadership experiences and establish a growth mindset for effectively leading their teams, using micro-learning, application, collaboration and gaming. **LEAD: Accelerators** is a blended live- and

self-paced learning program focused on meeting the evolving needs of people leaders through coaching, change management and emotional intelligence in the workplace. In 2023, more than 1,600 people leaders engaged with over 115 hours of LEAD programming.

Performance Review Cycle

Centene remains focused on ensuring equitable outcomes in all aspects of the performance evaluation process. A critical step in this journey was requiring all people leaders to take a series of e-learning modules before beginning the performance review process. These modules highlight the significance of cultivating an inclusive culture and strategies for mitigating bias throughout the evaluation process. We supplemented the learning modules with live training sessions to reinforce key takeaways and action steps.

were on a leave of absence. Managers are encouraged to collaborate with previous leaders and teams to gain a comprehensive understanding of the employee's performance, even if they weren't the employee's direct leader for the entire year. This approach underscores our dedication to fair and objective performance reviews for all eligible employees without regard to gender or ethnicity.

Centene is committed to the idea that our leaders are vital in driving a strong employee experience and inclusive culture. To ensure that this commitment was woven into the fabric of Centene's leadership culture in 2023, all directors and above received a "top-tier culture goal" as part of their annual performance review; this goal featured inclusive leadership as part of the annual performance review and overall total rewards process.



More than 1,600 people leaders engaged with over 115 hrs. of LEAD programing.

We also provided strategies to evaluate employees who transitioned roles mid-year, worked under multiple leaders or



ENGAGEMENT AND RETENTION

Learning and Resources

The Centene University delivery team provided leadership development, personality-based assessments and activities to nearly 5,000 participants in 2023. The delivery team presented these programs in a balanced 50/50 blend of in-person and virtual programming supporting corporate, health plans and specialty business units. This content was designed to enhance leadership skills, help our leaders achieve our mission and further our company values.

The DEI Office built cross-functional teams to develop learning resources that reinforce the use of inclusive and equitable best practices. As a result, more than 80 new training resources were created. The virtual and in-person trainings earned a Net Promoter Score of 81, including our multi-part curriculum on unconscious bias, which is offered to all employees. Access to this content is offered in multiple formats, including e-learning, micro-learning and in-person sessions, which provide options to team members based on their learning styles and preferences. In addition to expanding DEI specific content, such as psychological

safety, topics covered included inclusive and human-centered leadership, cultural humility and EIGs. Resources were further tailored to support the specific business needs of our health plans so that they can better provide high-quality and culturally humble healthcare to our members.



80+ new DEI learning resources created



Net Promoter Score of 81 for Virtual and In-Person Trainings

EMPLOYEE PROGRAMMING

Our 2023 DEI programming series explored the experiences of different cultural identities within the corporate landscape.



10 events



18K attendees



87 Net Promoter Score



Our second annual DEI & Health Equity Summit gathered leaders from across the organization to discuss business priorities and share best practices.



DEI:
Each of Us.
All of Us.

2023 DEI & Health
Equity Summit

CENTENE
Corporation

In May 2023, we hosted our second DEI & Health Equity Summit. The event brought leaders from our EIGs, Business Unit DEI Councils and other stakeholders together to learn about business priorities and engage in networking and best-practice sharing. During the event, we presented awards to individuals and teams who exemplify efforts to drive inclusivity, innovation and engagement, including our DEI Council of the Year, NH Healthy Families. The health plan's council has the highest percentage of health plan participation in EIGs across Centene, with 42.3% of employees involved in at least one group. We also recognized the Tampa chapter of our ABILITY EIG as the EIG Chapter of the Year. This group was recognized for its efforts to engage employees with disabilities, caregivers and allies by creating a connected, caring community. Our MHS Indiana health plan earned recognition for its strategic approach to building an equitable lens within its procurement processes and health equity initiatives through deliberate and diligent investments.



Compensation

Annually, our Compensation team conducts a review of pay practices to assess both our unadjusted and adjusted pay gaps, including hiring team members and management that reflect the population of the communities we serve. Our review was completed with highly satisfactory results. No systemic unadjusted and adjusted pay gaps were identified. We will continue to review our pay practices and make adjustments, as appropriate, to pay our employees equitably.

Employee Engagement

In 2023, we had two opportunities to measure the employee experience at Centene. Our winter survey measured DEI and employee engagement, and the summer survey measured people leader effectiveness and employee engagement. Our employee engagement goal is to exceed the Fortune 100 benchmark, which was 82% in 2023. Centene continues to surpass this goal for employee engagement, with a favorability score of 89% in both 2023 surveys. Following each survey, we celebrated successes and helped business unit leaders understand their feedback so they could create meaningful action plans for an improved employee experience.



Employee Engagement Index

Centene's summer 2023 overall engagement score exceeded the Fortune 100 75th top quartile benchmark, at 89% favorability, 3 points higher than our summer 2022 survey.



People Leader Index:

Summer 2023's measure of individual people leader effectiveness (encouraging teamwork/collaboration, providing regular feedback and supporting career development) rose 3 points from our summer 2022 survey, landing at 89%, 4 points higher than the Fortune 100 75th top quartile benchmark.



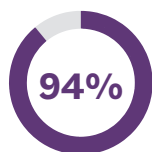
DEI Index

In winter 2023, the DEI Index, which reflects an open and inclusive culture and workplace, rose 2 points from our summer 2022 survey, reaching 88% favorability, 1 point above the Fortune 100 75th top quartile benchmark.



People Leader Reconnect

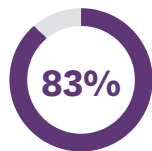
As we continue to find ways to inspire greater employee engagement, our People Leader Reconnect provides people leaders an opportunity to engage with peers to share insights and best practices. Topics include psychological safety, trust, leading through change, inclusive leadership and more. Participation in the training has been high, with the winter 2023 cycle having a 94% completion rate and the summer 2023 cycle having a 90% completion rate. Of those who attended the winter 2023 training, 83% of participants saw significant increases in their team's summer 2023 engagement scores.



2023 winter completion rate



2023 summer completion rate



2023 winter training impact

Recognitions



Great Place to Work®

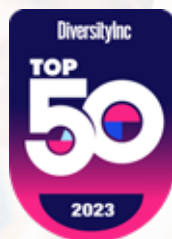
We're proud to share that Centene is recertified as a 2023-2024 Great Place to Work. Our results showed 83% of team members agree Centene is a great place to work, which is 26 points higher than the average U.S. company.

Fortune Best Workplaces in Health Care™ and Best Workplaces for Women®

Centene also was named a 2023 Best Workplace in Health Care by Great Place to Work and Fortune magazine, coming in at No. 13 among large companies. Additionally, Centene was named a 2023 Best Workplace for Women, coming in at No. 67 among large companies. Great Place to Work, the global authority on workplace culture, selected organizations using rigorous analytics and confidential employee feedback. Companies were assessed on how well they are creating a great employee experience across race, gender, age, disability status or any aspect of who employees are or their role.



National Employer Recognition





Benefits, Wellness and Employee Assistance

Centene prides itself on our progressive, ever-evolving support systems for all team members, ranging from our competitive benefit offerings to wellness initiatives. The Employee Assistance Program (EAP) continues to be a valued resource, providing free, confidential counseling and referrals for our team members and their families. The EAP's resources are available 24/7 and assist with stress, substance abuse-related issues, autism support and work/life balance. The EAP can also be used as a resource for child and elder care; in combination with our parental leave (up to 14 weeks for parents who have given birth) and caregiver leave (up to 6 weeks), these programs offer our team members many opportunities to provide the care and support their families need.

In 2023, Centene further advanced our commitment to team member support through innovative new offerings in areas such as parental support and physical wellness.



BenefitBump—Centene launched a partnership with BenefitBump, a benefit navigation program for growing families focused on emotional health and well-being. BenefitBump assists team members and their partners or spouses on their path to parenthood, whether that be pregnancy, adoption or fertility treatment. The program is structured around a care navigator, assigned to the team member at the start of the program who acts as their dedicated liaison to help them through all aspects of the journey, including personal help navigating company parental leave processes. This inclusive program is available at no cost to all Centene team members. We also support parents who are nursing by providing dedicated lactation space at our facilities, and childcare is available at certain talent hub locations at subsidized rates.



Hinge Health—Centene partnered with Hinge Health, a digital and personalized physical therapy support program. This program, available at no cost to eligible team members and their eligible family members, combines gentle exercise with one-on-one support focused on reducing joint and muscle pain and increasing mobility. Hinge Health also provides resources for pelvic floor therapy and post-surgery rehabilitation. Care plans are customized for each individual; any participants requiring a higher level of care are connected with a physical therapist.

Centene was recognized throughout 2023 by national benchmarking organizations and publications such as Human Rights Campaign, the National Organization on Disability, U.S. Veterans Magazine and Bloomberg for our benefits and assistance programs for high-need populations such as LGBTQIA+, individuals with disabilities, military veterans and women. Ensuring that our benefits and assistance programs provide for all of the communities represented by Centene's team members is an integral part of Centene's mission to ensure equitable access to healthcare not only for the members we serve, but also the team members who make all Centene's work possible.



Employee Inclusion Groups

Centene's Employee Inclusion Groups (EIG) drive impact by supporting the attraction, development and retention of the best talent at all levels of the organization. The groups are open to all team members, regardless of whether they are a member of any particular community, group or association. Whether advocating for resources and support for their communities or building intersectional connections across barriers, Centene's EIGs continued their work in 2023 by leveraging internal partnerships to cultivate awareness, resources and support for all team members.





Suicide Prevention—**MOSAIC**, Centene’s multicultural EIG, partnered with our Behavioral Health team to deliver a companywide program on suicide prevention. The event discussed mental health resources within and outside of Centene, as well as strategies for participants to check in on their own mental health and provide support to others. The overwhelming amount of engagement led to all five EIGs hosting follow-up sessions for their respective memberships, providing more nuanced discussion of the ways that disenfranchised communities experience unique challenges in the realms of mental and behavioral health.



Accommodations and Assistive Technologies—**ABILITY**, Centene’s EIG for individuals with disabilities and caregivers, partnered with Centene’s Workplace Accommodations team to provide a comprehensive overview of Centene’s accommodations process and resources. **ABILITY** also partnered with Centene’s Assistive Technologies team to create demonstrations of the various accessibility tools that are available throughout the organization, such as **JAWS** (a screen-reading application) and **Dragon** (a voice-to-text application).



Personal and professional development—Development was a significant theme for our EIG programming in 2023. **CENVET**, our EIG for active military, veterans and their families, collaborated with Centene’s Talent Attraction team to deliver a resume workshop for veterans who are making the transition to civilian life. **I.N.S.P.I.R.E.**, our women’s EIG, brought in external partners to deliver programming on financial literacy, personal branding and personal wellness. **cPRIDE**, our LGBTQIA+ inclusion network, continued this theme in a different way, seeking to expand awareness of the different communities under the LGBTQIA+ umbrella by delivering informational sessions and resources focused on the various LGBTQIA+ identities, as well as multiple programs focused on LGBTQIA+ families and parenting.



STAGES—Centene launched a new intergenerational inclusion group, **STAGES**. This EIG aims to build connections and community between the five generations who make up Centene’s workforce, focusing on the various career and life stages that team members experience. Engagement with the new EIG exceeded expectations from the first announcement, with 2,000+ team members suggesting names for the group, as well as a record number of applications for the EIG’s leadership roles. This response shows great promise for the work **STAGES** will undertake in 2024.



OUR BUSINESS

Centene's mission to transform the health of the communities we serve, one person at a time, deeply informs our business approach and our drive to be a leader in the industry. At Centene, our business is our members, and this people-first approach enables us to operate with intentionality and agility as we grow our business and continually refine our operations. The key to this mission is using innovative tools to stay competitive in the ever-evolving healthcare industry, as well as continued commitment to sustainable and inclusive business practices that will usher our organization and our members into the future we collectively envision.

DATA INFORMS ACTION

To ensure the best delivery of affordable, high-quality healthcare services, we work across the enterprise to develop tailored, local programs and campaigns for our members that promote total health. These collaborations are part of every aspect of operating a health plan, from business development, accreditation and implementation. At the core of these efforts is enabling access to data that can inform actionable strategies.

People Analytics Hub

Centene launched the People Analytics Hub (PAH), a versatile platform available through Workday that provides our HR professionals with an expansive overview of demographics throughout the employee life cycle. In addition to workforce demographics such as race, ethnicity and gender, the platform reports on hiring and turnover rates, succession planning and internal fill rates. The hub also supplies data on employee engagement by including participation rates for EIG

membership and employee survey scores. The hub more effectively enables our HR teams to partner with health plans on strategies that improve employee recruitment and retention.

NCQA Accreditation

This year, we implemented a comprehensive framework for our health plans seeking NCQA accreditation. This framework includes detailed guidance on working with our HR teams to gather employee data along with writing program

descriptions, work plans and program analysis. Through this structured process, we strive to deliver uniform, precise and thorough overviews of our services to our members. If a health plan identifies areas for improvement during the program analysis, our framework incorporates suggested interventions, drawing upon established strategies within the Centene network.

To learn more about Centene's commitment to health equity, please refer to Page 21.



SUSTAINABLE PROCUREMENT

Sustainable procurement is based on the principle that environmental, ethical and social factors should be considered in decision-making to help ensure the resiliency of our supply chain and drive positive change. Centene's vendor sustainability program aims to strengthen our supply chain and purchasing practices by partnering with vendors who share our values and promote sustainability. By working together, we can ensure that our services not only improve the lives of our members but also contribute to ecological health, community infrastructure and personal wellness.

Our expectations for vendors are further detailed in our [Vendor Code of Conduct](#).

Centene's Procurement team partnered with the Sustainability team to create a questionnaire to assess the sustainability performance of our strategic suppliers, determined based on spend and criticality to our organization. The questionnaire covers five main dimensions:



**GENERAL
SUSTAINABILITY**



**FAIR BUSINESS
PRACTICES**



**LABOR AND
HUMAN RIGHTS**



DEI



**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 vendor sustainability questionnaire to understand and track our strategic suppliers' progress on environmental and climate-related strategy and actions.

Following our pilot survey in 2022, we doubled the number of vendors assessed in 2023, with 57 vendors completing the survey. Based on responses, vendors are scored on a 100-point scale, with 84% receiving a satisfactory score in 2023. Any vendors receiving a less than satisfactory score

are notified, and the procurement team further engages to foster improvement, as necessary. In 2024, Centene plans to continue maturing its vendor sustainability assessment process and provide resources and opportunities to further develop vendors' sustainability practices.



INCLUSIVE BUSINESS PRACTICES

In tandem with industry innovation and sustainable procurement, Centene's inclusive business practices are a fundamental part of our operational structure. These practices are driven by the work of our various DEI councils, as well as our Procurement team's accelerating supplier diversity initiatives.

Executive DEI Council

Our Executive DEI Council, composed of senior leaders from our business divisions, focuses on strategic accountability across our DEI core pillars. We ensure policies and practices drive sustainable DEI results throughout the enterprise, and they advocate for systemic change that embodies public policy, equity and inclusion. In 2023, the council focused on supporting health equity policies and providing guidance regarding the selection of suppliers across all markets. The council is supported by additional work from groups such as the Centene National Disability Advisory Council (CNDAC), which is comprised of national leaders in disability advocacy who work to advance disability inclusion in Centene's workforce and cultivate disability-inclusive product offerings in our healthcare solutions.

Business Unit DEI Councils

Our Business Unit DEI Councils support the company's DEI strategy at the business unit level. They focus on efforts that advance DEI within their business unit in ways that are sustainable, scalable and engaging. Council members meet regularly to discuss progress on initiatives and provide counsel on ways to incorporate DEI best practices into business operations, ensuring the delivery of high-quality, accessible care to our members. The groups also drive employee engagement through internal initiatives and support local community partnerships. We currently have 33 Business Unit DEI Councils, with five more councils in development for 2024.

Supplier Diversity

Centene's commitment to inclusive business practices is embedded in all we do, including our approach to purchasing goods and



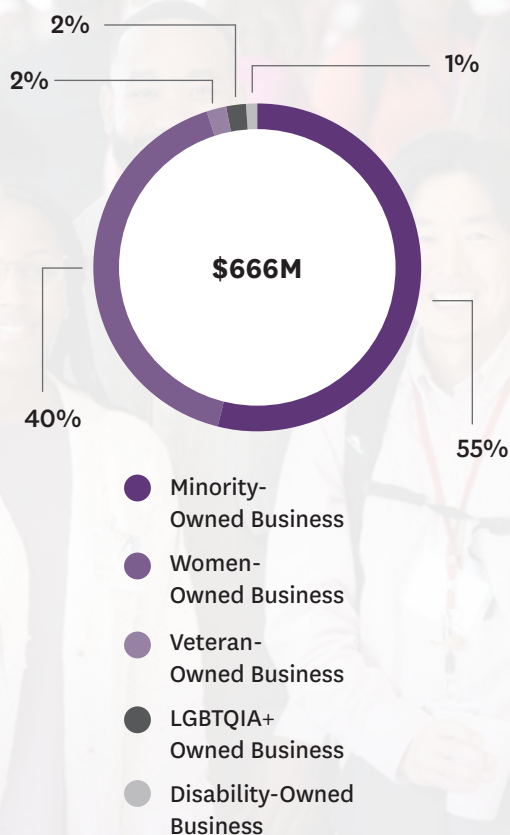
33 Business Unit
DEI Councils

5 more councils in
development for 2024





2023 DIVERSE BUSINESS SPEND*



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

services. Our supplier diversity program demonstrates our dedication to promoting opportunity at Centene for all businesses, including local, federal and nationally certified minority- and women-owned businesses, as well as certified veteran, LGBTQIA+ and disability-owned businesses. This includes identifying opportunities for diverse suppliers to participate in the competitive bid process, as well as promoting business development of diverse suppliers.

By building these trusted partnerships, Centene taps into local expertise that helps us provide innovative solutions to our members. At the same time, we help diverse businesses expand their ability to create more jobs within our communities. Our diverse vendors pay an average of 24% above average state salaries; addressing economic disparities is an important part of improving SDOH.

During 2023, our Procurement team implemented several new tools to augment Centene's diverse supplier initiatives. We completed our first economic impact overview for our health plans, which allows us to track and measure the effect our investments in supplier diversity are having. Additionally, all of our health plans and lines of business now have data dashboards

to track and understand their diverse purchasing, which will also help them identify opportunities to grow their spend over time. These tools are already helping Centene achieve our diverse spend goals. In 2023, our diverse spend was \$666 million, exceeding our 2023 goal of \$500 million and increasing our diverse spend by 59% from 2022. Centene is committed to spending \$1 billion with diverse suppliers by 2026, a commitment made during 2023 by CEO Sarah London.

Vendor Summit

In August, Centene hosted its first Vendor Summit, Procurement with Purpose, bringing together more than 100 suppliers and vendors to network, help Centene understand how to make it easier for them to do business with us, and to gather information about possible purchasing opportunities. Centene spotlighted its partnership with Liberty Bank, the largest Black-owned bank in the country, which has a primary focus on improving the financial standing of African American consumers. This partnership provides access for diverse vendors to a wide range of financial tools designed to help them grow their business.



In August, Centene hosted its first Vendor Summit, Procurement with Purpose. The event brought together more than 100 suppliers and vendors to network, share information on how companies can better work with small businesses, and learn about partnership opportunities.





Partnership Programs

Centene partnered with other organizations during 2023 to help small and diverse vendors grow capacity.

WeTHRIVE is a virtual program focused on assisting women-owned businesses. It provides education and counseling on business fundamentals in the areas of leadership and communication, financial management, business strategy, operations, human resources, sales and marketing. The program is geared toward shoring up existing businesses with the intent to build capacity.

Emerging Young Entrepreneurs is targeted to new businesses with the intent to help them understand business fundamentals. The program focuses on organizational and professional development, as well as supply chain processes. Corporations that support this effort are committed to assisting with the relationships that enable growth.





OUR COMMUNITIES

The total health of our members extends beyond their personal physical and mental wellness. Access to education, food, safe housing and economic opportunity are all drivers of health.

Through strategic initiatives with our health plans, we are dedicated to fostering social cohesion as well as equitable access to resources and opportunities in the communities of our members. These partnerships aim to create sustainable change and promote a healthier society.

COMMUNITY SERVICE AND EMPLOYEE GIVING

Centene recognizes the importance of service and giving, and the impact employee efforts can have on advancing the health of our communities. In 2023, Centene announced the launch of Centene ImpACT, a year-round program to start in 2024, that enables and inspires employee actions focused on the betterment of communities nationwide. Through Centene ImpACT, employees receive up to eight hours of paid time off to serve nonprofit organizations that are personally important to them. As a new way of amplifying employee actions, and in partnership with the Centene Foundation, Centene announced the expansion of our service and giving programming to include a match of employee contributions, dollar for dollar, to 501(c)(3) organizations aligned with Centene Foundation areas of focus.

In 2023, our employees dedicated 22,813 verified service hours to nonprofit organizations. In addition, Centene is the largest provider of managed care services to children and youth in foster care, serving more than 280,000 individuals. Employees personalized 542 Project Helping Kynd Kits and created 150 Project Helping fidget blanket packages to help ease the anxiety often experienced by children and youth in foster care. Additionally, through a partnership with Foster Love, a nonprofit dedicated to helping youth navigate the foster care system, employees built a combination of 258 bikes, skateboards and personalized duffel bags given to community partners in a variety of markets, including Florida, Missouri, Texas and California.

FOSTER CARE SERVICES



280,000 individuals benefit from Centene's managed care services to children and youth in foster care



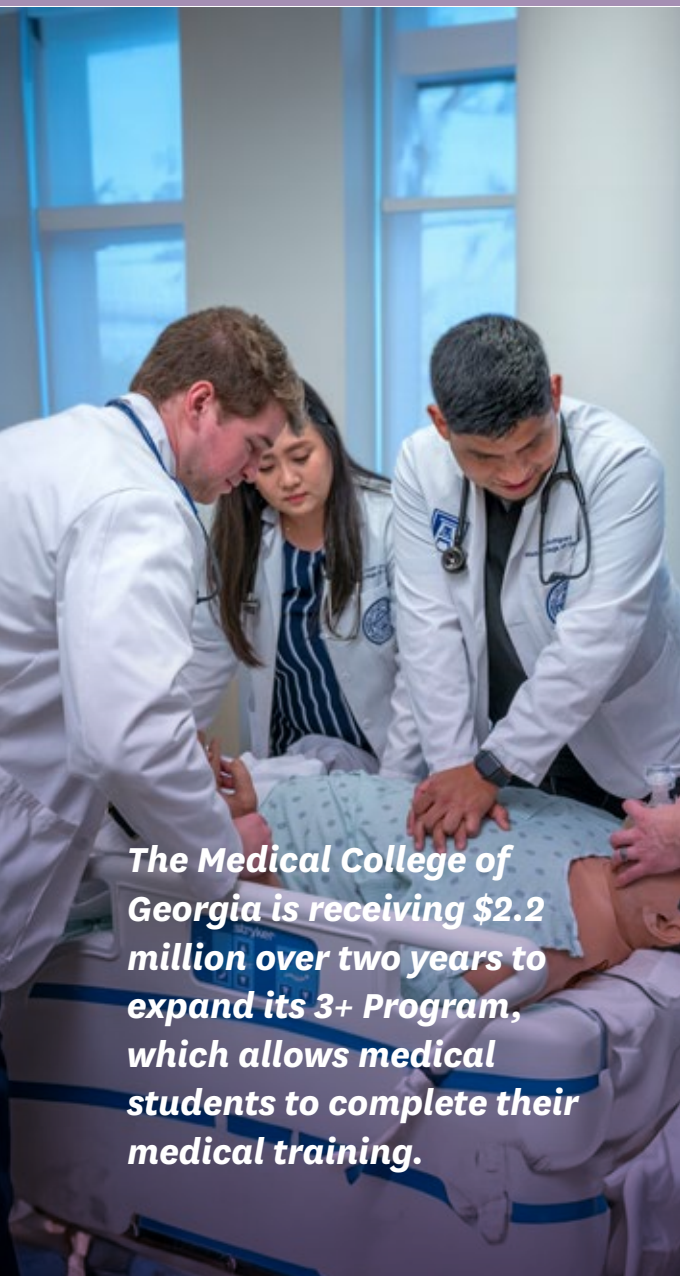
542 Project Helping Kynd Kits personalized



150 Project Helping fidget blanket packages created



258 bikes, skateboards and personalized duffel bags given to community partners



The Medical College of Georgia is receiving \$2.2 million over two years to expand its 3+ Program, which allows medical students to complete their medical training.

CENTENE FOUNDATION

The Centene Foundation achieves measurable impact for the communities we serve through partnerships and philanthropy efforts that invest in initiatives with holistic approaches for dismantling barriers to health. The Foundation's focus on healthcare access, social services and education reflects Centene's commitment to the needs of those who rely on government-sponsored healthcare and to addressing SDOH and health equity.

Workforce Development

In 2023, the Centene Foundation grants prioritized workforce development initiatives. Centene's Nebraska Total Care partnered with the Health Center Association of Nebraska to establish Project Access, a program that will increase access to health services by fostering workforce development. The Centene Foundation and Nebraska Total Care are providing over \$3 million across three years to support the project, which will partner with federally qualified health centers to increase the number of healthcare providers who can serve even the most remote parts of Nebraska. The initiative will also develop partnerships with local colleges, high schools and other stakeholders to create a pipeline for future healthcare workers.

The Centene Foundation and Centene's Peach State Health Plan support workforce development in Georgia. The Medical College of Georgia is receiving \$2.2 million over two years to expand its 3+ Program, which allows medical students to complete their medical training in three years and offers loan forgiveness if they practice in rural Georgia after graduation. The expansion would extend this program to the Augusta University's Dental College of Georgia, offering loan forgiveness to dental students who practice in a Georgia county with deficiencies in dental care.

Additionally, the Centene Foundation and Peach State Health Plan are providing \$2.2 million over two years to assist in the launch of education, training and healthcare workforce development programs with



Georgia Southern University and The Medical College of Georgia. The partnership will fund programs aimed at addressing the current shortfalls in nursing, behavioral health, addiction counseling and social work, with a focus on Georgia's most in-need counties.

Community Health Center of Buffalo

The Centene Foundation and Fidelis Care are providing \$1.1 million over three years to help create a wellness center overseen by the Community Health Center of Buffalo (CHCB) and its nonprofit partners, including the Buffalo Urban League. CHCB is a federally qualified health center operating patient centers across western New York, in addition to a mobile healthcare unit. The wellness center will nurture social entrepreneurship and strengthen organizations focused on Black, Indigenous and other people of color in Buffalo. Additionally, it will offer collaborative programming involving local organizations that have existing partnerships with CHCB. The Wellness Center will accelerate opportunities for new social entrepreneurs by providing business services and resources, as well as health-focused programming. This

investment will help build grassroots social entrepreneurship infrastructure and transform neighborhoods by tackling SDOH, cultivating innovation, advancing economic equity and promoting wellness.

Little Bit Foundation

The Centene Foundation committed new funding to the Little Bit Foundation to support community programs. The programming will offer students in the St. Louis area exposure to inspirational experiences that support health, wellness and leadership development. The Centene Foundation's grant will help ensure Little Bit can provide essentials for academic success to students in all of the 47 St. Louis area schools it supports, help address the shortage of mental health counselors and behavioral health services, and offer a community support program that will bring vision services and wellness events. The grant builds on Centene's decade-long partnership with Little Bit and will support the expansion of programming to reach additional schools in the future. The foundation's three-year grant fosters our continuing long-term partnership to create a lasting impact.



The Centene Foundation's grant will help ensure the Little Bit Foundation can provide essentials for academic success to students in all of the 47 St. Louis area schools it supports.

Fostering A Healthy Environment

Centene is committed to providing local solutions that improve our members' resilience to the health impacts of environmental risks, which are often disproportionately experienced by the communities we serve. We are also focused on identifying how climate change could impact other aspects of our business, and seeking out strategies to prepare, respond and adapt.





ENVIRONMENTAL IMPACTS ON HEALTH

UNDERSTANDING CLIMATE IMPACTS

Centene's efforts to understand and assess the potential impacts of a changing climate on our business enable more educated response planning, improved disclosure and awareness for our stakeholders and support a healthier future for our members and communities.

Our Process

The first step in understanding climate change is accounting for our own greenhouse gas (GHG) emissions to measure the impact we have on the environment. We have compiled and disclosed our scope 1, scope 2 and scope 3 GHG emissions for the past several years in accordance with the GHG Protocol, and these metrics can be found within this report on page 68. Additional information can be found within our Task Force on Climate-related Financial Disclosures Index and our CDP Climate Change Questionnaire responses. We determined our carbon impact and assessed the potential for climate change to impact our business, both in terms of risks and opportunities.

Our climate assessment process focuses on the impact of climate change on our 27.5 million members, but also considers the potential impacts to our employees, our facilities and other aspects of our business. We leverage risk management capabilities to identify and assess the impacts of a changing climate under two warming scenarios, including a 2°C or lower scenario and a greater than 2°C scenario.

Preparedness, Response and Adaptation

Our response to climate-related impacts includes preparation for risks like worsening or more frequent severe weather, flooding and other potential environmental risks. We have nationwide initiatives, internal teams and external

partnerships helping to address our members' ability to deal with the health impacts of more chronic climate-related issues like air quality degradation and rising temperatures. For more acute events that could impact thousands of members simultaneously, such as extreme weather or 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. These touch points are designed to educate and help members prepare for known events, like filling their prescriptions early in the case of an incoming hurricane.



LOCAL ENVIRONMENTAL IMPACTS ON HEALTH

Benefitting the environment through partnerships

At Centene, we recognize that the populations we serve may be disproportionately impacted by environmental factors, and that those factors could worsen with a changing climate. By working together, Centene partnerships help remove barriers to health and address health-related social needs impacted by environmental factors like heat, shelter and food security. For example, for services that can be provided virtually, telehealth partnerships help reduce the barriers our members face in accessing healthcare while simultaneously benefiting the environment by reducing GHG emissions attributed to transportation. Below are additional examples from across the company:

Texas—Housing

Centene health plans work with nonprofit partners to provide housing for members that meets environmental review standards for green features and

sustainability. Superior HealthPlan, the largest managed care organization in Texas, has partnered with PROSPERA, a nonprofit housing community service that offers safe, high-quality, affordable housing to Texas families, to transform the health and well-being of families in the state. Across 12 PROSPERA properties in central and south Texas, a study from the UTHealth Houston School of Public Health found that those individuals with both Superior HealthPlan coverage and residing in PROSPERA housing experienced better health outcomes over the course of a year,



including a 56% lower rate of emergency or urgent care visits and significantly less prescription costs. Ensuring members have safe shelter also helps reduce exposure to environmental hazards like extreme heat or cold.

Florida—Food Pantry

Sunshine Health and Farm Share, Florida's largest independent food relief organization, are working together to build a healthier and food secure future for Floridians. In March 2023, Sunshine Health opened its first food pantry at its Lauderhill Welcome Room, providing fresh, nutritious food to people in need in South Florida. The health plan now operates five monthly food pantries in Lauderhill, Orlando, Ocala, Jacksonville and Miami, with plans to open additional locations in 2024. This initiative served more than 10,000 people in 2023.

“One of the biggest barriers to health is access to healthy food,” said Sunshine Health Plan President & CEO, Nathan Landsbaum. “It may seem unusual for a health plan to operate a food pantry, but the need we see in our membership



and our overall community is at an all-time high. This partnership is a natural extension of our commitment to improving health and wellness in the communities we serve.”

The Farm Share partnership began with Sunshine Health supporting Farm Share’s disaster relief efforts two years ago and has blossomed into a year-round joint effort to ensure that Floridians have access to healthy food. Every third Thursday of the month, anyone in the community can stop by the food pantry locations to receive fresh fruit and vegetables, a variety of canned and dry goods, and protein.

Iowa—Community Garden

Our Iowa Total Care health plan has a program called “[Be Well. Eat Well.](#),” which educates Iowans on where and why they should access affordable, nutritious food. By partnering with organizations across the state, we provide free resources and information,

like where to get fresh produce from community gardens or register for no-cost cooking classes. Iowa Total Care helps connect members to these partners throughout more than 10 distribution areas, with the hope of helping Iowans improve their health through healthier eating.

Louisiana—Farmers Markets

Louisiana Healthcare Connections, a Centene health plan serving half a million Medicaid members, supports members eating healthier by providing a grant that enables Supplemental Nutrition Assistance Program recipients to double their benefits at five farmers markets across the state. This enables an additional benefit up to \$20 for individuals to spend at their farmers market each time they shop. Nearly all of the growers at this farmers market come from within a 100-mile radius, and this benefit is a good example of how we contribute to a sustainable food supply chain.





Stepping up when disaster strikes

In 2023, in response to various natural disasters, Centene's corporate and local team members worked to help our neighbors in the following ways, among others:

Mississippi—Tornadoes

In March 2023, Magnolia Health team members deployed to pack, transport and distribute necessities after tornadoes hit Mississippi and Alabama and affected nearly 7,000 Magnolia Health members. This included bringing needed supplies like water, food, tents, tarps, generators, sleeping bags, toiletries and blankets to Amory and Rolling Fork, both hard-hit areas in Mississippi. With support from Hope International and The Diaper Bank of the Delta, a drive-through emergency event served 750 families, providing supplies and clothing donated by Magnolia Health. Magnolia's commitment extended into the following months, with initiatives like backpack and school supply distributions, partnerships with mental health service providers and a comprehensive Holiday Food Box event.

Hawaii—Wildfires

The day after the wildfires, a Wildfire Response Team was created to monitor the wildfire situation in both Maui and the Island of Hawaii and create action plans for response. Centene and 'Ohana Health Plan employees performed outreach to providers, members and vendors, such as our transportation vendor, Intelliride, to ensure members were able to get where they needed and obtain any necessary or replacement medical equipment they may have lost in the fires. The local health plan worked quickly to enable recovery through avenues such as sourcing and delivering antibiotic topical medications to prevent infection and treat burns, and donating iPads to support the delivery of mental health services in the weeks and months following the tragedy. We also responded with fundraising efforts to support the Maui Relief Fund, the Maui Food Bank and the American Red Cross of Hawaii.



Florida—Hurricane Idalia

Hurricane Idalia was a powerful and destructive hurricane that caused significant damage across parts of North Florida and the southeastern U.S. in late August 2023. In response, our team members executed on two prongs of our approach to environmental and climate resilience: advance member outreach and housing/shelter.

Additionally, our team members mobilized to purchase, transport and distribute food and supplies, such as water, shelf-stable foods, diapers and hygiene items, to impacted areas. Together, Centene and Sunshine Health contributed \$750,000 to the Volunteer Florida Disaster Relief Fund to support immediate relief and long-term recovery. Sunshine Health also provided more than \$75,000 in storm relief and preparation grants to community organizations across Florida.



Sunshine Health partnered closely with Florida's Agency for Health Care Administration and the Department of Children and Families, co-locating or supporting state Family Resource Support Center sites to support people whose homes were damaged or were without power or food.



Our Care Management teams outreached to members before and after the storm to ensure members' safety and well-being, connecting them to resources, making sure they had a disaster plan, and supporting evacuations.



ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is an important part of Centene's operations. As a service company with employees working remotely or in offices, our efforts are focused on minimizing our environmental footprint in the areas we serve. Our [Environmental Guiding Principles](#) lead our efforts to do so and include the following highlights:



Minimizing our environmental impact through responsible consumption of natural resources.



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



Measuring and disclosing environmental performance.

To raise employee awareness of environmental impacts, we developed trainings on our sustainability framework and responsible waste management practices. These trainings are available to all employees and cover the company's environmental policies, assessment of climate-related risks, and ways to reduce our consumption of energy, water and other natural resources.



INVESTMENT AND MEASUREMENT

Centene's direct environmental impacts primarily stem from our offices. To reduce our energy consumption and GHG emissions, Centene has worked with our construction partners to benefit the environment through earth-friendly investments and operating practices. For example, our St. Louis, Missouri, headquarters includes native plantings and green roofing, which decreases energy consumption, reduces stormwater runoff and mitigates the urban heat island effect.

Additionally, we measure our scope 1, 2 and 3 GHG emissions in alignment with the Greenhouse Gas Protocol and disclose these emissions to CDP and in the table below. Centene's scope 1 and 2 GHG footprint consists of operating our buildings and company-owned transportation, while our scope 3 GHG footprint includes indirect emissions occurring in our value chain, such as those related to purchased goods and services, business travel and employee commuting.

GHG Emissions (mt CO ₂ e)	2019	2020	2021	2022	2023
Scope 1 GHG emissions	18,879	18,042	20,511	13,694	9,998
Scope 2 GHG emissions (location-based)	100,041	107,375	98,193	77,574	54,959
Scope 2 GHG emissions (market-based)	90,236	95,957	98,896	73,121	54,646
Scope 3 GHG emissions	2,756,367	2,714,424	1,714,606	1,861,003	1,337,192

Centene selected 2019 as its baseline year because it was the most recent pre-pandemic year when Centene began calculating GHG emissions in 2021. Emissions for our baseline and subsequent years reported were adjusted for significant acquisitions and divestitures. Measurements were estimated using emissions factors from the most appropriate jurisdiction and reporting period available at the time measurements were performed. Additional details regarding GHG emissions can be found in our Task Force on Climate-related Financial Disclosures (TCFD) Indices and CDP Climate Change Questionnaire responses.



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 no longer in use, resulting in over 828,000 pounds* of waste diverted from landfills.

**According to EcoServ’s Program Impact Report for January – December 2023*



Print Optimization: Centene has established a multi-year workstream focused on electronic document delivery to enhance our member journeys and lower costs. We estimate this initiative helped us save over 99 million sheets of paper in 2023, leading to reduced waste and carbon emissions.



Food Services: 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 2023, Centene’s corporate office in St. Louis composted an estimated 40,000 pounds with our food waste diversion program.



EV CHARGING STATIONS: Select Centene offices have electric vehicle (EV) charging stations installed to support EV owners looking to decrease their daily commuting emissions. Our owned offices have six chargers available currently, with active projects to install 10 more.



OPERATIONAL RESILIENCE

We continue to update our working practices to a more modern, flexible work environment and in 2022, began reducing our real estate footprint. We established strategically located talent hubs in communities we serve and have since achieved an approximate 78% reduction of U.S. office space from a 2021 baseline. The talent hub locations support collaboration and engagement among our teams when they are at the office. Our flexible approach to work locations has resulted in fewer employees coming into offices, which reduces the need for physical office space, reduces daily employee commuting and leads to lower emissions and energy consumption.

Centene's approach to real estate includes strategic site location, which considers impacts from climate change such as the increased potential for flooding. Our offices are also constructed to the highest health and safety standards, with resilience to extreme weather and natural disasters in mind. Additionally, having our employee base primarily working remotely helps improve our resilience to potential disasters like extreme weather that could impact a single location.



Driving Business Accountability

Being a leader in healthcare means doing things the right way, each day. We cultivate a culture of business accountability that is shaped and supported by Centene's Board of Directors, our Code of Conduct, a strong ethics and compliance framework and proactive risk management. Our mission of transforming the health of the communities we serve, one person at a time, requires us to maintain our members' trust. This trust includes leveraging information security practices to maintain the privacy of member data.





GOVERNANCE AND ACCOUNTABILITY

Over the last several years, our Board has taken important steps to enhance its governance practices, make meaningful Board refreshment changes, enhance shareholder rights and demonstrate our commitment to sustainability best practices. The Board delegates oversight to the below committees to further support governance and accountability as indicated:



The Audit and Compliance Committee provides oversight of financial reporting, including aspects related to sustainability, internal controls, the internal audit function, compliance with legal and regulatory requirements, ethics and compliance programs, and enterprise risk management, cybersecurity, business continuity and other information technology risks.



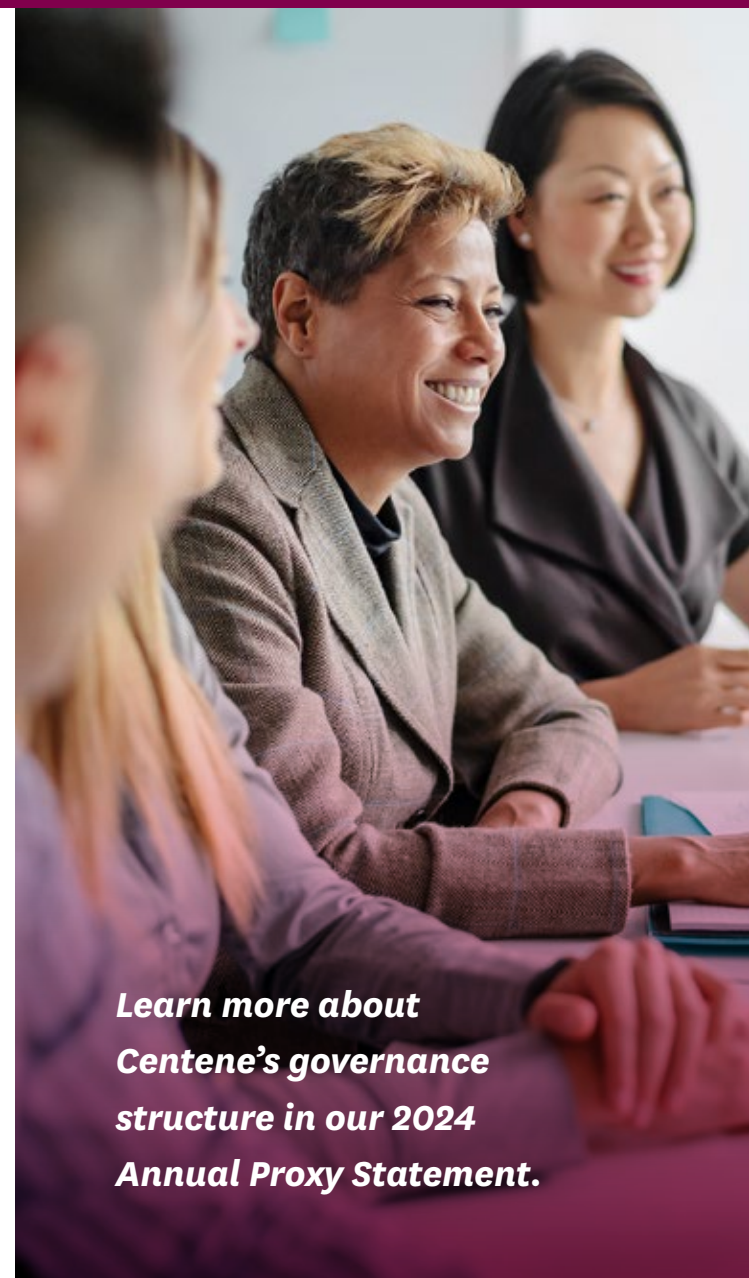
The Compensation and Talent Committee is responsible for approving compensation plans, policies and programs, as well as overseeing the company's strategies relating to human capital management.



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 and provides oversight on political contributions.



The Quality Committee, which replaced the Value Creation Committee in September 2023, oversees the quality improvement program, including clinical programs, health equity and member experience and satisfaction, provider experience and strategy, value-based contracting partnerships, network access and accuracy, and data and technology strategy, including potentially disruptive technologies.



***Learn more about
Centene's governance
structure in our 2024
Annual Proxy Statement.***



SUSTAINABILITY GOVERNANCE AND OVERSIGHT

Success in sustainability depends on oversight provided by Centene’s Board of Directors. In addition to the responsibilities of the committees discussed earlier, each committee listed in the chart is responsible for oversight of various sustainability matters as shown.

FOCUS AREA	Audit and Compliance Committee	Compensation and Talent Committee	Governance Committee	Quality Committee
Environmental Impacts on Health			✔	
Environmental Sustainability			✔	
Community Impact and Giving			✔	
Diversity, Equity & Inclusion		✔		
Culture, Talent & Well-being		✔		
Healthcare Quality				✔
Healthcare Access, Equity and Social Drivers of Health				✔
Healthcare Innovation and Thought Leadership				✔
Customer Experience and Relationship Management				✔
Governance and Accountability	✔		✔	
Ethics and Compliance	✔			
Data Privacy and Security	✔			✔
Risk Management	✔			
Public Policy			✔	



Centene's Sustainability Leadership

Various team members are responsible for the topics in our sustainability framework as discussed below:

Enterprise Risk Committee (ERC):

The ERC is a cross-functional governance group chaired by the Chief Risk, 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. One set of responsibilities is focused on ERM and the second is focused on sustainability. Designated members of the ERM team have primary responsibilities for sustainability activities, including maintaining Centene's sustainability framework, identifying and monitoring environmental and climate-

related risks, obtaining and reporting metrics related to sustainability matters, and facilitating external and internal communications, including learning opportunities available to team members.

Sustainability Champions Network:

The ERM 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 sustainability strategy across the enterprise and recommending enhancements to Centene's sustainability 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 related to 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.





ETHICS AND COMPLIANCE

Centene is deeply committed to integrity, ethical decision-making and regulatory compliance across all of our businesses. Our Ethics & Compliance Program is designed to ensure our company maintains appropriate training, monitoring, oversight and enforcement of compliance laws, regulations and administrative rules to continue meeting the expectations of our government partners, providers and members.

In 2023, we implemented a compliance goal for all employees as part of annual performance evaluations, improved our process to launch compliance training and enhanced our reporting capabilities for training completion, resulting in increased timely completion. We also continued to enhance our Ethics & Compliance Program through process standardization and increased leadership engagement in key risks and issues.

While no policy can replace the thoughtful behavior of an ethical director, officer or employee, we follow a [Code of Conduct](#) (the Code) that, along with our culture of compliance, focuses our Board, management, employees and stakeholders on areas of compliance-related risk, offers guidance for recognizing and responding to ethical issues, outlines mechanisms 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 Code. 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 Centene's anti-harassment and anti-discrimination policies regarding age, race, color, religion, national origin, disability, sex, sexual orientation, gender identity, family status or receipt of public assistance, military and veteran status, or any other legally protected status under applicable law. These trainings also provide specific examples of

inappropriate conduct, and describe the process for reporting workplace concerns, such as harassment or discrimination. The people leader training further covers how to properly manage reports of harassment or discrimination.

The Code 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 nonretaliation policy and fosters an environment where transparency and raising concerns in good faith is encouraged.



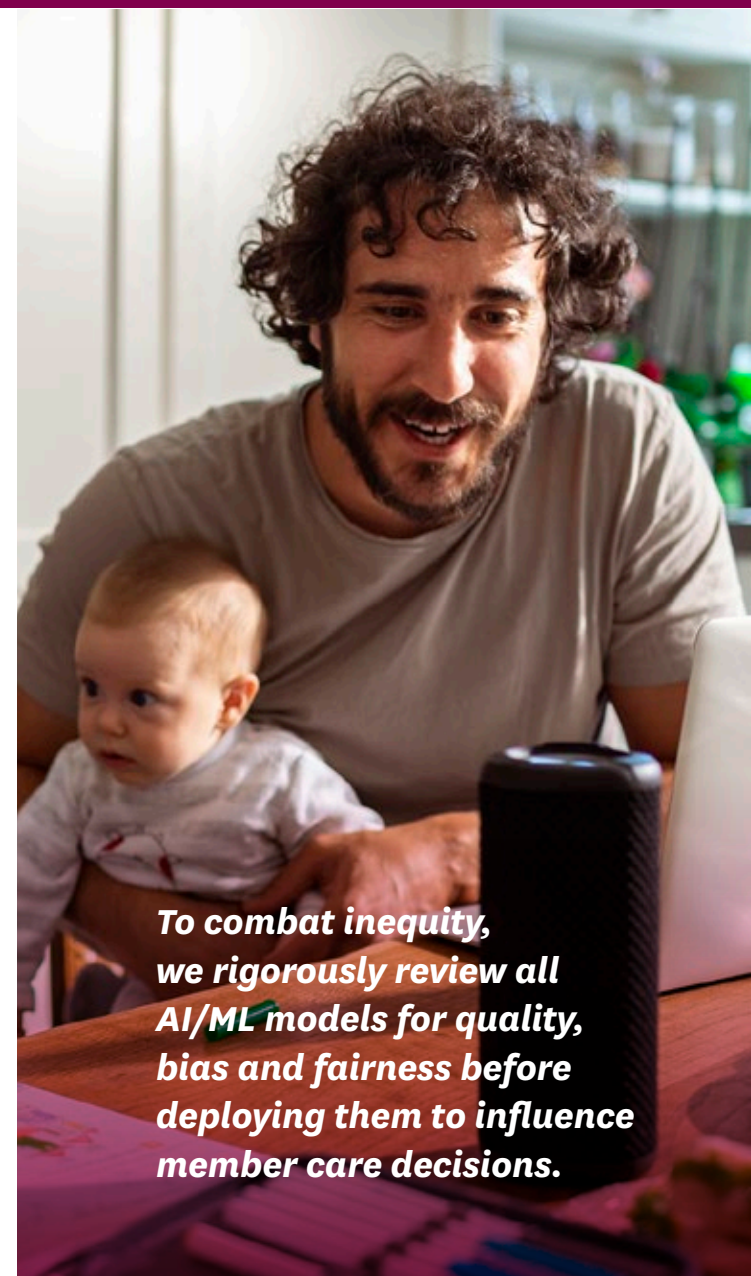
RESPONSIBLE USE OF AI AND ML

AI and ML technologies can be powerful tools to advance healthcare access, affordability and quality. Industry experience has demonstrated that AI/ML methods can learn and replicate existing inequities in access to and quality of healthcare services. These technologies must therefore be used responsibly and ethically to avoid perpetuating inequities and instead aim to improve the health of all our members.

To combat inequity, we have established a standardized review process that subjects each of our AI/ML models to strict quality assessment and bias testing before deployment.

The review process examines whether the model produces results that are useful, accurate, and fair, and tests whether it avoids reproducing biases arising from or contributing to social, economic and health disparities. These reviews are overseen by our Data Science Governance Committee, which comprises data science and analytics leaders, information technology leaders and senior technical experts.

After testing and approval by the Data Science Governance Committee, models can be moved into production and integrated into our systems. After deployment, these models are subjected to further performance monitoring. The models are reviewed to ensure the quality of results remains high and that unfair biases are not emerging. Should issues be identified, the models will be retrained, reevaluated and redeployed.



To combat inequity, we rigorously review all AI/ML models for quality, bias and fairness before deploying them to influence member care decisions.



DATA PRIVACY AND SECURITY

Centene is dedicated to being a trusted partner to those we serve including 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 remain 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.

RISK GOVERNANCE

Our Board of Directors has primary responsibility for the oversight of our enterprise-wide risk management and exercises its oversight function in respect of data privacy and security risk through two of its committees – the Audit and Compliance Committee and the Quality Committee.

While our Board of Directors has overall responsibility for the oversight of our enterprise-wide risk management, of which data privacy and security risk management are components, our management team is responsible for

day-to-day risk management, including the implementation of our data privacy and security risk management programs.

Our Chief Security and Privacy Officer (CSPO) and our Chief Information Security Officer (CISO) lead the management of our data privacy and security risk management programs. Our CSPO is responsible for overseeing the day-to-day operation of our data privacy and security risk management programs. Our CISO oversees our data privacy and security operations, including all identity and access management functions, cybersecurity incident response operations and the effective operation of the suite of security tools we employ.

PRIVACY PRACTICES

Centene's [Code of Conduct](#) outlines our obligations to protect confidential information across all our lines of business. 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.



We are committed to complying with all applicable laws and regulations that govern the access, use and management of confidential data. Additionally, our programs are assessed annually in compliance with the HITECH Act and HIPAA Privacy and Security Rules. 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.

BUILDING A CULTURE OF INFORMATION SECURITY

As Centene's first line of defense against attacks, employees are essential to supporting Centene's culture of information security. Centene works to protect information assets through an information security program that includes technical, administrative and physical controls intended

to prevent security incidents and reduce their potential impact. Examples of these controls include:

- Enabling multi-factor authentication to access company systems.
- Implementing automated tools for detecting and responding to threats.
- Managing user access using a role-based access control methodology.
- Ensuring appropriate encryption technology is in place for the secure storage and exchange of data.

To further protect our members and business partners, all employees 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.

BUSINESS CONTINUITY

Centene continues to monitor cyber threats and invest in the resilience of our systems. Our Business Continuity Management program provides coordination, oversight, plan development and monitoring activities to prepare for and respond to incidents and business disruptions. The program includes business impact analysis, vulnerability analysis, training, exercising, risk assessments and other components of a comprehensive program.

We also have a dedicated information security incident response team that manages and executes response plans, which outline response procedures, recovery steps, and communication requirements. The cybersecurity incident response plan is integrated into our overall crisis action plan and process. In addition, our Board and management conduct tabletop cybersecurity crisis simulation exercises.



RISK MANAGEMENT

The Board of Directors has responsibility for the oversight of enterprisewide risk management at Centene, while management is responsible for the day-to-day management of risks. We employ internal processes and robust controls to identify and manage risk.

The Enterprise Risk Management (ERM) team is responsible for facilitating the risk identification process, conducting quarterly and annual risk assessments and providing clear and timely reporting to executive leadership and the Board of Directors. Additionally, the ERM team annually performs quantitative and/or qualitative assessments of risk exposure in both normal and stressed environments for material risk categories, which include both financial and nonfinancial risks. These assessments are primarily accomplished through risk capital modeling, which covers risk categories such as liquidity, regulatory, quality, information security, operational and solvency.





Three Lines of Accountability Model

Centene's approach to risk management incorporates the Three Lines of Accountability model:



FIRST LINE OF ACCOUNTABILITY— MANAGEMENT

Corporate and business unit level leaders and operational management are responsible for identifying risks within their business areas and implementing appropriate mitigation strategies to address them.



SECOND LINE OF ACCOUNTABILITY — ENTERPRISE RISK AND COMPLIANCE FUNCTIONS

Centene's enterprise risk and compliance functional areas, including ERM, Compliance, Data Privacy and Enterprise Security Risk Management, enable the ongoing identification of business risks and collaborate with first-line management to create and protect value.



THIRD LINE OF ACCOUNTABILITY — INTERNAL AUDIT

Internal Audit provides independent oversight of the first- and second-line functions, conducts independent assessments and makes recommendations for continuous improvement.

Risk Management Embedded in Executive Compensation

Embedded in the company's compensation philosophy is a principle focused on fostering a culture of risk management and compliance. A portion of senior executive compensation is based on meeting financial, business and quality goals that align with our corporate mission statement and promote a culture of compliance with rules, regulations and the company's mission and values.



PUBLIC POLICY

As the leading provider of health insurance to many lower income and medically complex populations, Centene has a responsibility to use our data and experience to shape public policy efforts to make healthcare more accessible and easier to navigate for our members and communities. We serve people who experience barriers in accessing healthcare, and we seek to ensure their unique perspectives and specific challenges are represented and considered within the health policy conversation.

Centene engages in public policy in a variety of ways, starting with closely monitoring proposals and trends. We develop policy solutions informed by not only our experience and research, but also through collaboration with local partners and leading advocacy organizations. We engage in direct advocacy at the state and federal levels, often with other stakeholders, including our trade associations, to help build consensus for positive policy changes.

Our public policy priorities are informed by our business strategy and the needs of our members. They are regularly reviewed with business leaders and top priorities are shared regularly with our Board of Directors. These priorities change year to year due to the external environment, but include efforts to expand access to quality, affordable healthcare coverage and address issues of health equity. In 2023, these efforts included:



Supporting the successful Medicaid expansion in North Carolina and working with other interested states to chart a path forward.



Educating policymakers on the impact of the Enhanced Advance Premium Tax Credits that make Marketplace coverage affordable for more working Americans.



Encouraging states to consider extending Medicaid post-partum coverage to 12 months.



Advocating for regulatory policies that enable us to effectively communicate with members about redeterminations in support of the efforts of our state government partners to retain eligible Medicaid members.



Supporting policies at a state and federal level that further integrate care for beneficiaries who are dually eligible for Medicare and Medicaid.



Supporting increased demand for both telehealth and behavioral health.

Appendices





COMMUNITY REPORTS

Sustainability and Accounting Standards Board (SASB) Index

[SASB Index](#)



Task Force on Climate-related Financial Disclosures (TCFD) Index

[TCFD Index](#)



The period of coverage for this report is Jan. 1 through Dec. 31, 2023, and performance data includes combined data for Centene Corporation and its subsidiaries unless otherwise noted.

PERFORMANCE DATA TABLE

	2021	2022	2023
Environmental			
Environmental Sustainability	(stated in mt CO2e)		
Scope 1 GHG emissions	20,511	13,694	9,998
Scope 2 GHG emissions (location-based)	98,193	77,574	54,959
Scope 2 GHG emissions (market-based)	98,896	73,121	54,646
Scope 3 GHG emissions	1,714,606	1,861,003	1,337,192

Emissions for our baseline and subsequent years reported have been adjusted for significant acquisitions and divestitures. Measurements were estimated using emissions factors from the most appropriate jurisdiction and reporting period available at the time measurements were performed. Additional details regarding GHG emissions can be found in our TCFD Indices and CDP responses.



	2021	2022	2023
Building Healthier Communities			
Culture, Talent and Well-being			
Full-time equivalent (FTE) employees	72,500	74,300	67,700
New hires ¹	6,714	12,305	7,781
Open positions filled by internal candidates ¹	39%	35%	35%
Employee engagement ¹	81%	88%	89%
Total turnover rate ²	20.4%	17.3%	13.6%
Voluntary turnover rate ²	18.2%	14.6%	9.3%
Safety incident rate ³	0.24	0.19	0.16
Employees covered by collective bargaining agreements ²	Less than 1%	Less than 1%	Less than 1%
Diversity, Equity and Inclusion			
% Female ¹	76%	77%	76%
% People of color ¹	48%	48%	51%
% of workforce identifying as having a disability ¹	10%	11%	12%
EIG participation ¹	15%	18%	24%
Supervisor+ positions held by women ¹	65%	66%	65%
Supervisor+ positions held by those who identify as people of color ¹	36%	36%	38%
Diverse supplier spend	\$346 million	\$419 million	\$666 million
Community Impact and Giving			
Direct giving	\$61.6 million	\$41.8 million	\$41.2 million
Employee volunteer hours	3,391	10,981	22,813
In-kind giving	\$440,000	\$368,000	\$153,000

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

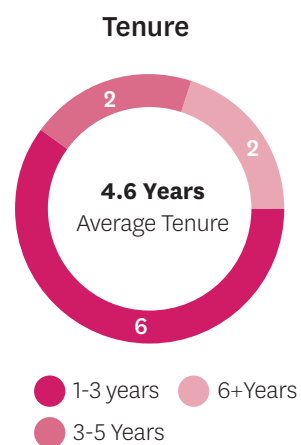
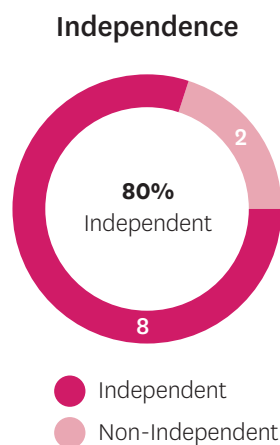
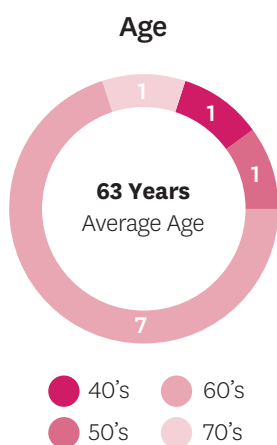
² Workforce data includes all full-time and part-time U.S. employees (including non-integrated companies).

³ Data includes all U.S. subsidiaries except for correctional, which was divested in 2023.



	2021	2022	2023
Empowering Health			
Total membership	25.8 million	27.1 million	27.5 million
Medicaid members	15.0 million	16.0 million	14.5 million
Medicare members	1.3 million	1.5 million	1.3 million
Marketplace members	2.1 million	2.1 million	3.9 million

Driving Business Accountability—A Snapshot of Our 2024 Director Nominees



30%
GENDER DIVERSITY
3 out of 10
directors are female

20%
RACE/ETHNICITY DIVERSITY
2 out of 10 directors are
racially/ethnically diverse



2023 EXECUTIVE DEI COUNCIL

Sarah London

(Executive Sponsor), Chief Executive Officer, Centene

Sarah Baiocchi

(Chair), Senior Vice President, Specialty Services, Centene

Katie Casso

Senior Vice President, Corporate Controller & Chief Accounting Officer, Centene

Ken Fasola

President, Centene

Andi Gillentine

(Immediate Past Chair), Chief Operating Officer, Fidelis

Masud Mahdi

Vice President, Market Strategy & Operations, Centene

Tanya McNally

Chief People Officer, Centene

Mansi Patel

Vice President, Market Strategy & Operations, Fidelis

Chris Paterson

Plan President & Chief Executive Officer, Carolina Complete Health

Wade Rakes

Chief Growth Officer, Centene

Jaimee Robles

Senior Vice President, Enterprise Business Platforms, Centene

Martha Santana-Chin

Government Programs Officer, Health Net LLC, California Health & Wellness

Martha Smith

Plan President & Chief Executive Officer, Arizona Complete Health

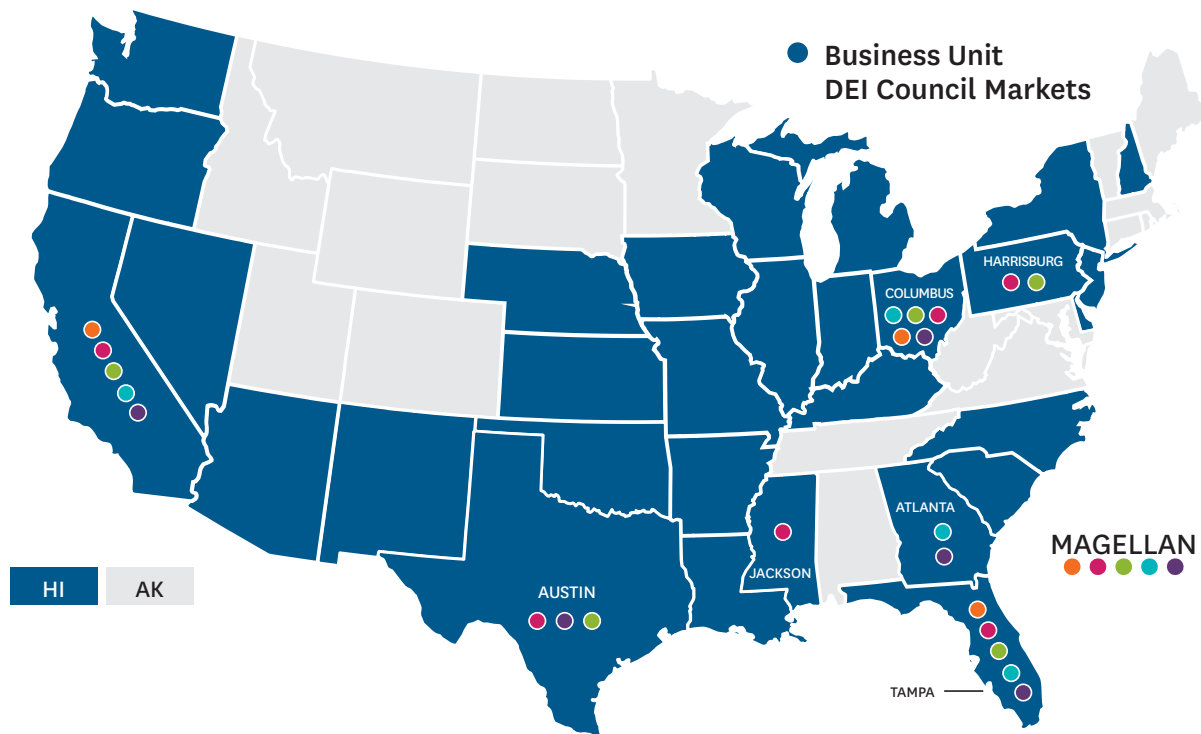
Clyde White

Plan President & Chief Executive Officer, NH Healthy Families





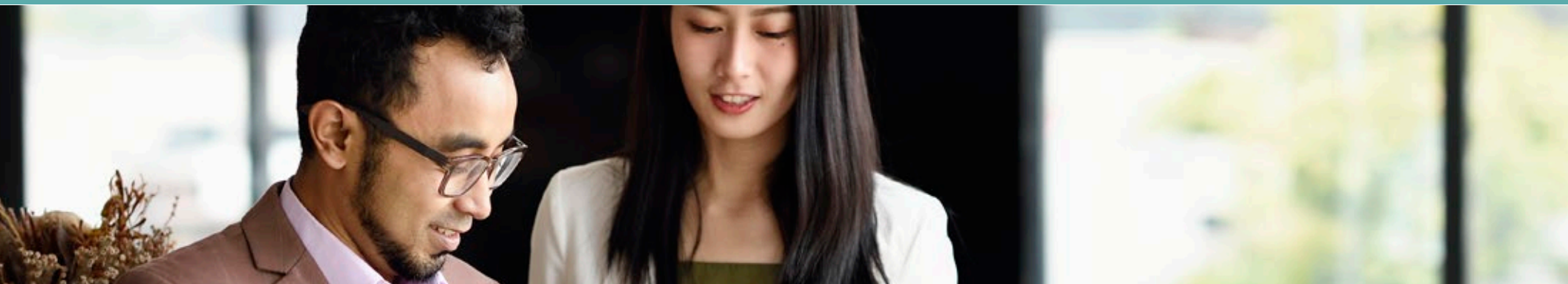
BUSINESS UNIT DEI COUNCILS AND EIG CHAPTER LOCATIONS



EIG CHAPTER LOCATIONS

- **ABILITY**
 People with Disabilities and Caregivers Network
- **CENVET**
 Veterans and Military Families Network
- **I.N.S.P.I.R.E.**
 Women's Network
- **cPRIDE**
 LGBTQIA+ Network
- **MOAIC**
 Multicultural Network

- Absolute Total Care—South Carolina
- Ambetter/WellCare
- Arizona Complete Health
- Arkansas Health & Wellness
- Buckeye Health Plan
- Business Technology Solutions
- Carolina Complete Health—North Carolina
- Coordinated Care—Washington
- Fidelis—New York
- Health Net of California/California Health & Wellness
- Home State Health—Missouri
- Iowa Total Care
- Louisiana Healthcare Connections
- Magellan Health
- Meridian Health Plan—Illinois
- Meridian Health Plan—Michigan
- MHS Indiana
- MHS Wisconsin
- Magnolia Health—Mississippi
- Nebraska Total Care
- NH Healthy Families
- ‘Ohana Health Plan—Hawaii
- Peach State Health Plan—Georgia
- PA Health & Wellness
- Pharmacy Services
- Population Health and Clinical Operations
- SilverSummit Health Plan—Nevada
- Sunflower Health Plan—Kansas
- Sunshine Health—Florida
- Superior HealthPlan—Texas
- Trillium Community Health Plan—Oregon
- WellCare of Kentucky
- WellCare of New Jersey
- WellCare of North Carolina



2022 EEO-1 DATA

SECTION H – WORKFORCE DEMOGRAPHIC DATA															
JOB CATEGORIES	Race/Ethnicity														Row Total
	Hispanic or Latino		Not Hispanic or Latino												
	Male	Female	Male						Female						
			White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	
Executive/Senior Level Officials and Managers	15	9	198	12	15	0	0	6	132	20	10	0	0	4	421
First/Mid – Level Officials and Managers	303	764	1903	248	302	12	10	51	3351	1101	348	18	24	116	8551
Professionals	489	1420	3155	577	943	19	27	125	6524	2441	1231	57	57	295	17360
Technicians	162	739	250	190	40	4	10	16	1074	1323	137	18	35	128	4126
Sales Workers	110	228	140	51	48	0	1	8	211	86	63	0	5	16	967
Administrative Support Workers	642	2995	1425	721	279	20	26	76	7594	5543	985	120	112	494	21032
Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers and Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CURRENT 2022 REPORTING YEAR TOTAL	1721	6155	7071	1799	1627	55	74	282	18886	10514	2774	213	233	1053	52457

2022 data includes integrated companies only. 2023 data will be published when available.



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, the United Nations Sustainable Development Goals (SDG) exemplify a shared global vision to achieve a better and more sustainable future for all. We believe we can most meaningfully contribute to 10 of the SDGs, which closely align with Centene’s mission and serve as a cornerstone of our sustainability framework. Below, we have noted the sections in this report that reference our actions, programs and investments related to each SDG.



[Driven by our Commitment to Health](#)
[Healthcare Access, Equity and Social Drivers of Health](#)
[Our Communities](#)
[Environmental Impacts on Health](#)



[Healthcare Access, Equity and Social Drivers of Health](#)
[Local Environmental Impacts on Health](#)



[Healthcare Quality](#)
[Healthcare Access, Equity and Social Drivers of Health](#)
[Healthcare Innovation and Thought Leadership](#)
[Customer Experience and Relationship Management](#)
[Public Policy](#)



[Our Communities](#)



[Our People](#)



[Our People](#)
[Our Business](#)



[Healthcare Quality](#)
[Healthcare Access, Equity and Social Drivers of Health](#)
[Our People](#)
[Inclusive Business Practices](#)



[Healthcare Access, Equity and Social Drivers of Health](#)
[Our Business](#)
[Our Communities](#)
[Environmental Sustainability](#)



[Sustainable Procurement](#)
[Inclusive Business Practices](#)
[Environmental Sustainability](#)



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

Forward-Looking Statements

All statements, other than statements of current or historical fact, contained in this report 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, future initiatives and projects, market opportunity, 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 report 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 report, 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 reprocure our contracts and grow organically; our ability to adequately anticipate demand and provide for operational resources to maintain service level requirements; our ability to manage our information systems effectively; 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; changes in senior management, loss of one or more key personnel or an inability to attract, hire, integrate and retain skilled personnel; 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 and interest rates; the effect of social, economic, and political conditions and geopolitical events, including as a result of changes in U.S. presidential administrations or Congress; changes in 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; uncertainty concerning government shutdowns, debt ceilings or funding; tax matters; disasters, climate-related incidents, acts of war or aggression or major epidemics; changes in expected contract start dates; changes in provider, state, federal, foreign, and other contracts and delays in the timing of regulatory approval of contracts, including due to protests; the expiration, suspension, or termination of our contracts with federal or state governments (including, but not limited to, Medicaid, Medicare 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 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 terms of our contracts and 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, or accretion for acquisitions or dispositions; losses in our investment portfolio; restrictions and limitations in connection with our indebtedness; a downgrade of our corporate family rating, issuer rating or credit rating of our indebtedness; the availability of debt and equity financing on terms that are favorable to us and risks and uncertainties discussed in the reports that Centene has filed with the Securities and Exchange Commission (SEC). 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 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

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