



**Environmental, Social & Governance (ESG)**  
2023 Progress Report





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## CEO LETTER



At Tenet Healthcare, we are proudly committed to our mission of delivering quality, compassionate care. Our caregivers and staff play a vital role in improving the health of our patients and the diverse communities in which we are deeply invested.

We recognize the need to be purpose-driven in making a positive impact that complements our operational responsibilities. Our intentional environmental, social, and governance (ESG) initiatives enable us to do this across the communities we serve.

Throughout 2023, we continued to progress our ESG programs, reaffirming our commitment to operating responsibly and efficiently. In the subsequent pages, we outline how we continue to advance these priorities.

### Enhancing High-Quality Care

At Tenet, we remain committed to increasing access to specialty and ambulatory care across our national network. We added state-of-the-art technologies and expanded our system of lower-cost outpatient surgical sites within USPI. We also planned for new medical campuses in areas where our services had not yet reached. This enables the diverse communities we serve to better access high-quality care locally.

### Fostering a Diverse, Inclusive Culture

We foster an inclusive workforce that is a direct reflection of the communities we serve daily. Our Diversity Council continues to advise our Diversity and Inclusion (D&I) program and the practices that we implement in the workplace. In 2023 we continued to invest in diverse and small-business spending, enhanced our internal training programs, and continued to support Nursing and Physician training programs.

### Strengthening Our Communities

We are global in scope, but local at heart. Each and every one of our care sites is committed to giving back to their community. We actively support local and national programs that are dedicated to expanding access to educational opportunities for underrepresented groups, fighting hunger, and promoting healthcare awareness.

### Advancing Environmental Initiatives

Tenet continues to collaborate with our suppliers, industry associates, and other healthcare partners to further our environmental strategy. We remain committed to increasing sustainability throughout our supply chain, fully retrofitting our hospitals to LED lighting by 2030, and considering energy efficiency in all project designs.

*“At Tenet, we remain committed to increasing access to specialty and ambulatory care across our national network.”*

### Leading with Integrity

Tenet continues to report using the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) indices. We continue to strengthen data privacy and cybersecurity programs. Additionally, we have maintained sound corporate governance.

We recognize our responsibility to provide a lasting, positive impact to society, beyond the doors of our patient care sites. This report highlights our portfolio of intentional initiatives to benefit our communities, our society, and our environment.

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

**Saum Sutaria, M.D.**

Chairman and Chief Executive Officer



## 2023 ESG HIGHLIGHTS

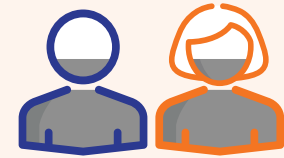
### Improving Our Impact on the Environment

- Conducted environmental assessment
- Exploring Scope 1 and 2 emissions baseline reporting

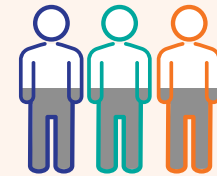
### Operating our Company Effectively

- ESG Board oversight through Environmental, Social and Governance; Human Resources; and Quality, Compliance & Ethics Committees
- Reporting of the SASB and TCFD indexes

### Fostering a Purpose-driven, Diverse, and Inclusive Culture



~80%  
total gender  
diversity



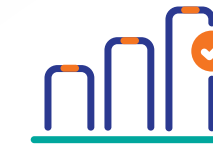
~52%  
total ethnic/  
racial diversity



~\$760M+  
total diverse and  
small business spend



~\$210K  
donated through  
the Tenet Care Fund



\$20.5B  
Net Operating  
Revenue



8.4M  
Patient  
Encounters



106K  
Employees



484  
USPI Ambulatory  
Surgery Centers &  
Surgical Hospitals



~\$7B  
In Uncompensated  
Care Delivered in  
Our Communities



~\$25B  
Revenue  
Managed  
by Conifer



61  
Acute Care  
& Specialty  
Hospitals



164  
Additional  
Outpatient  
Care Sites

## ABOUT TENET HEALTHCARE

We are a diversified healthcare services company that touches many different dimensions of care. Our enterprise includes the largest ambulatory platform in the country operated by United Surgical Partners International (USPI), which operates ambulatory surgery centers and surgical hospitals, as well as a leading hospital operations and services segment, which includes premier hospitals in urban and suburban communities as well as leading revenue cycle management capabilities through Conifer Health Solutions.

Founded in 1969, we have grown tremendously in size, scope, and capability, building a home in new markets over time, and curating those homes to provide a compassionate environment for those entrusting us with their care. Today, we are a leading health system and services platform that continues to evolve, differentiated by our top-notch medical specialists and service lines that are tailored to each community we serve. We work to save lives and accept nothing less than excellence from ourselves in service of our patients and their families, every day.

## TENET ESG COMMITTEE

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

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



### Roy Blunt

Chairman, Leadership Advisory Strategies Group, Husch Blackwell Strategies; Former United States Senator; Former Member of the U.S. House of Representatives



### Richard Fisher

Former President and CEO, Federal Reserve Bank of Dallas



### Meghan M. FitzGerald, DrPH

Adjunct Professor, Columbia University



### Richard Mark

Former Chairman and President of Ameren Illinois Company



### Nadja West, M.D.

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



## A COMMUNITY BUILT ON CARE

### OUR MISSION

To provide quality, compassionate care in the communities we serve.

### OUR VISION

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

### OUR VALUES

Defined by a Community Built on **CARE**

**C**ompassion and respect for others and each other, supporting our communities, and advocating for our patients

**A**cting with integrity and the highest ethical standards, always

**R**esults delivered through accountability and transparency

**E**mbracing inclusiveness for all people in our workplace and the communities we serve

## OUR APPROACH

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

We recognize that our business and social purposes are inextricably linked. We believe our people, our operations, our facilities management and our governance must align properly to generate sustainable business practices for the betterment of all stakeholders we serve. While our responsibility lies, first and foremost, with the delivery of excellent medical care that is safe and compassionate, we equally embrace our commitment to protecting the environment and fostering an inclusive culture.

We continue to refine our approach to the areas that we believe are in the best interests of our stakeholders and our business, while seeking ongoing improvement in the following ESG priority areas.

### Environmental, Social, and Governance Committee

Responsible for topics such as climate change impacts, energy and natural resources conservation, environmental and supply-chain sustainability, human rights, diversity and inclusion, and other topics material to the company and its ESG strategy.

### Human Resources Committee

Responsible for compensation and human resources strategies and policies to support workforce development.

### Quality, Compliance & Ethics Committee

Responsible for policies and procedures on ethics, quality assurance, and legal compliance.



### About this Report

This report highlights our commitment to ESG and provides an overview of our governance, oversight, policies, programs, and performance around ESG issues important to Tenet Healthcare and its stakeholders. We look forward to obtaining feedback from our stakeholders and building on the initiatives outlined in this report as we continue to develop our practices and disclosures in the future.

Unless otherwise specifically stated, this report covers Tenet Healthcare's performance in 2023.

## ENHANCING HIGH-QUALITY CARE

### Meeting the Need

We are mission-focused to deliver high-quality, compassionate healthcare to all our patients. We continue our commitment to excellence, delivering comprehensive services to communities with a growing necessity for accessible treatment to meet their healthcare needs.

Our two segments include Hospital Operations and Services and Ambulatory Care. Our team members in each business are united by a commitment to deliver quality, compassionate care, while also providing the support system for those who provide that care.

We have a comprehensive healthcare program to promote the quality goals of the enterprise. All our facilities focus on:

- Delivering services to patients that focus on their specific needs
- Utilizing innovative technology and solutions to improve quality care
- Establishing a culture that prioritizes patient safety
- Creating successful credentialing and peer review mechanisms for our medical staff

### Better Together

We are rooted in the belief that all aspects of health and care are Better Together. Every day, our team of providers, nurses, and staff pursue excellence to care for the people, families, and communities that trust us. In 2023, our HealthCare is Better Together advertising and marketing campaign completed its launch across 15 markets. The campaign images reflect the communities we serve, our patients, staff, and partners. We know that through a collective pursuit, we embolden our patients to actively partner with us in their care, for better outcomes and a more united provision of treatment. *Together, we will always be a community built on care.*



## Advocating for Our Patients

To provide an array of services across a wide continuum of care, Tenet Healthcare has a dedicated team of specialists across a range of expertise. This includes a specialized unit of team members dedicated to determining eligibility for healthcare coverage and connecting our patients to the financial assistance needed for their care.

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

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

- Support the completion of applications
- Answer any insurance-related questions
- Help eligible patients appeal mistakenly denied applications
- Monitor and ensure patient satisfaction through tracking our patient satisfaction score performance
- Assist in identifying and securing coverage through the Health Insurance Marketplace as a Certified Application Organization
- Connect patients to other resources (e.g., food stamps, housing/utility, pharmacy assistance)

## Expanding Access in Our Communities

At the very heart of our mission is an intentional effort to support our people, caregivers, and patients. We seek to provide employees with the resources, tools, and support to best serve our patients and customers. We are proud to cultivate a work environment where team members are given opportunities to further career pathways and maximize their potential at every stage of their career.



To meet the continued need for epilepsy and neurology services in Southern Arizona, **St. Joseph's Hospital** has introduced a dedicated Epilepsy Monitoring Unit (EMU) consisting of two dedicated private rooms that provide specialized care and monitoring for epilepsy patients to determine the type and frequency of seizures, and the site of onset. The state-of-the-art EMU is equipped with Video-EEG monitoring equipment to provide the health network's epileptology and neurology doctors with 24-hour continuous observation.



**Abrazo Arrowhead Campus** opened its new Neonatal Intensive Care Unit, a 14-bed expansion of the hospital's services for preterm babies and high-risk pregnancies. The addition means moms and preterm babies can stay together close to home when advanced newborn care is needed. Abrazo Arrowhead Campus is designated by the Arizona Perinatal Trust as a Level IIIB perinatal care center, which means we can provide complex care for babies of any gestational age. More than 3,500 babies, including high order multiple births like triplets, are born every year at Abrazo Arrowhead Campus. The 8,500 sq. ft. addition increases the neonatal unit from 19 to 33 beds.



**Children's Hospital of Michigan** opened a Pediatric Cardiovascular Surgery Clinic. The only pediatric cardiac surgery team in Metro Detroit has expanded its reach, now seeing patients at the Children's Hospital of Michigan suburban location in Troy. An estimated eight babies per 1,000 live births will be born with heart abnormalities that require follow-up care. About 600 to 700 babies in Michigan undergo heart procedures each year, with hundreds of those taking place at the Children's Hospital of Michigan. This new center keeps families closer to home.



**Baptist Health System** continued construction on its seventh acute care hospital, to serve one of the fastest growing areas in San Antonio. Westover Hills Baptist Hospital is scheduled for grand opening in June 2024. The hospital will feature 104 beds, six ORs, two Cath labs, special procedure suites, a large emergency department and an entire floor dedicated to women's services.



**Brookwood Baptist Medical Center** held the grand opening of its OR renovation project in May 2023. The addition featured 13 new operating rooms across two floors, as well as administrative spaces.



**Our Abrazo West Campus** completed expansion of its Interventional Radiology and Pharmacy departments to accommodate growth in the healthcare needs of the West Valley in Arizona. This new expansion improves the hospital’s capacity and increases its clinical capability, furthering its commitment to improving the quality of life of residents of the communities it serves. The new IR suite is designed to offer minimally invasive procedures to diagnose and treat a wide range of conditions, and the expanded pharmacy can accommodate present needs while improving efficiencies and allowing for more specialized therapeutics in the future.



**Delray Medical Center** opened a new procedural suite expansion on the first floor of its surgical tower, aimed at enhancing capabilities and elevating the patient experience. The expansion encompasses three operating rooms, private prep and recovery rooms, an advanced endoscopy suite, a designated post-anesthesia care unit (PACU), and the introduction of a third CT scanner. The expansion project at Delray Medical Center signifies a significant leap forward in delivering exceptional surgical care, prioritizing outpatient services, and facilitating quick, minimally invasive procedures.



**Doctors Medical Center, Emanuel Medical Center, and Doctors Hospital of Manteca** launched a new integrated healthcare system, Central Valley Doctors Health System, to unify their resources to enhance care coordination and access to specialized services that could be offered across the Central Valley of California. The new unified system allows continued seamless care across the facilities to diverse communities throughout the Central Valley, enabling patients to access a wide range of services at convenient locations close to home.



**California’s Desert Care Network** has expanded access to care by creating a network of trauma centers across the Desert Region. Hi-Desert Medical Center and JFK Memorial Hospital are Level IV Trauma Centers. In 2023, Desert Regional Medical Center became the first Level I Trauma Center for the region. The Graduate Medical Education (GME) program launched a General Surgery Residency to support the trauma program’s academic goals. The facility’s trauma injury prevention coordinator trains hundreds of individuals – through programs such as “Stop the Bleed,” and “Pedestrian Safety.”

## COMMITMENT TO INNOVATION



**Abrazo West Campus** is the first hospital in the greater Phoenix area with the Ceribell point-of-care EEG system that uses Artificial Intelligence (AI) to help quickly detect non-convulsive seizures. The Ceribell system is comprised of an EEG headband placed on the patient, which is then connected to a pocket-sized EEG display and recorder. Continuous AI monitoring sends alerts for dangerously high seizure indications. EEG information is streamed to a portal and via smartphone app for remote seizure and medication management.



**Delray Medical Center** became the first hospital in Florida to treat an Alzheimer’s disease patient using non-invasive focused ultrasound technology as part of a groundbreaking study being conducted in collaboration with Florida Atlantic University’s (FAU) Institute for Human Health and Disease Intervention. In the FDA-approved clinical trial, focused ultrasound technology is used to disrupt the blood-brain barrier in participating Alzheimer’s patients.



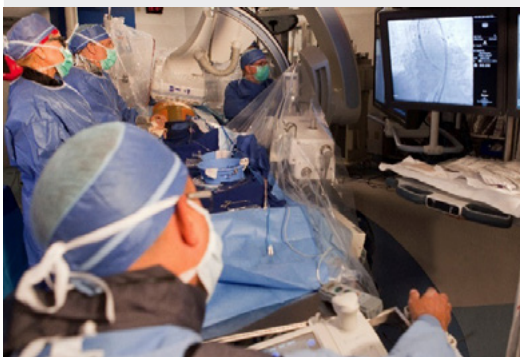
**Piedmont Rock Hill’s surgical team** launched Tactiflex, a first-of-its-kind treatment to help those living with atrial fibrillation (A-fib.) Unlike other catheters, Tactiflex uses a special design that flexes when in contact with the heart wall—which helps direct fluid properly and allows for more accurate positioning of the catheter—resulting in more optimal patient outcomes.



**Children’s Hospital of Michigan** is the first and only medical center in Michigan to offer a novel new gene therapy for the rare condition beta thalassemia, helping patients avoid chronic anemia and a lifetime of blood transfusions. The availability of this new treatment represents an important milestone in the long legacy of thalassemia care. It comes exactly 100 years after beta thalassemia was first described in 1925 by Dr. Thomas Benton Cooley, the head of Children’s Hospital of Michigan’s Pediatric Division in the 1920s and 1930s.



In March of 2023, **Brookwood Baptist Medical Center** became the first, and remains the only hospital in the state of Alabama with a Koning Vera Breast CT. Unlike whole-body CT scanners, the Koning Vera Breast CT is a smaller and faster device dedicated only to the breast that produces a true three-dimensional image of the breast tissue, without uncomfortable or painful compression, and with a similar radiation range to diagnostic mammograms.



**Abrazo Arizona Heart Hospital** became one of the first facilities selected worldwide to participate in the EXPAND II Pivotal Trial, the first randomized clinical study evaluating the Evolut™ transcatheter aortic valve replacement (TAVR) platform in patients with moderate, symptomatic aortic stenosis. Data from the study may be used to support future applications to expand use of the TAVR procedure in a greater number of patients.



**The Hospitals of Providence Memorial Campus** performed El Paso's first successful breakthrough lung procedure using the Zephyr Valve Procedure, to treat patients suffering from severe chronic obstructive pulmonary disease (COPD) and emphysema. The Zephyr Valve treatment is a minimally invasive procedure, that allows a doctor to place one or more small valves to help patients breathe easier and do more without many of the risks associated with major surgery. Many patients suffering with severe emphysema or COPD become very limited in the activities they can do because of the severity this disease has on their body. This procedure gives hospital staff a better option to treat them and helps restore their breathing.



**St. Mary's Medical Center** became the first hospital in Florida to use the innovative FreeClimb 70 reperfusion system powered by Tenzing from Route 92 Medical. Designed for superior deliverability and increased efficiency, the FreeClimb 70 system enables physicians to provide fast, effective treatment to stroke patients, potentially saving lives, and reducing the risk of long-term disability. Implementation of the technology allows St. Mary's Medical Center staff a new tool in the battle against strokes and allows improved quality of life for more patients.

## Fostering a Diverse, Inclusive Culture

One of our core values is embracing inclusiveness for all people in our workplace and in the communities we serve. We believe Diversity and Inclusion (D&I) are not just ideals we uphold; they are vital components that enhance our workplace, cultivate innovation, and significantly contribute to our mission of providing compassionate care. We are focused on developing a culture that encourages, nurtures, and embraces everyone and where respect and equal treatment are the cornerstones of every interaction.

Our D&I efforts are guided by the leadership of our Diversity Council and Employee Resource Group (ERG) sponsors, along with support from Tenet's Board of Directors and executive management. The Council and ERG sponsors are a diverse group of leaders who represent different parts of our business. The Human Resources Committee of our Board oversees our D&I initiatives.



## TENET DIVERSITY COUNCIL



**Nico Tejada**  
Western Group  
President & Diversity  
Council Chairman



**Rob Dyer**  
Vice President,  
Communications



**Nikia Smith**  
Diversity &  
Inclusion Manager



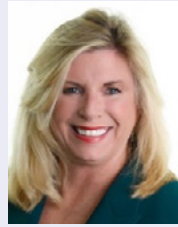
**Molly Vandeneuvel**  
Vice President,  
Procurement



**Marita Covarrubias**  
SVP, Deputy  
General Counsel



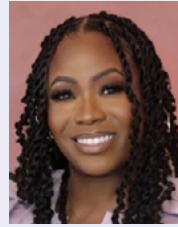
**Deepali Narula**  
SVP, HRCM  
Operations, Conifer



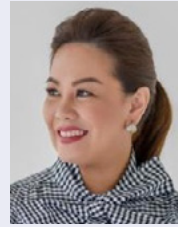
**Jill Fowler**  
VP, Corporate &  
Executive Talent  
Acquisition



**Peter Blach**  
COO, USPI



**Tye Royal**  
Sr. Director,  
HR, Conifer



**Ava Española**  
Sr. Director,  
Marketing and  
Comms, GBC

Tenet Healthcare believes our workforce should represent the communities we serve. To actively support that goal across our business, D&I is integrated into our wider human resources strategy and at each stage of our formal talent pipeline. We continue to put this integration at the forefront of our employment operations through initiatives such as diversity-focused intern development programs, diverse interview slates, and employee succession planning.

### Employee Population by Ethnicity

- American Indian or Alaskan Native: 0.36%
- Asian: 10.95%
- Black or African American: 15.54%
- Hispanic or Latino: 23.08%
- Native Hawaiian or other Pacific Islander: 0.48%
- Two or more races: 2.3%
- White: 46.86%
- Not Specified: 0.43%

### Employee Population by Gender

- Female: 78%
- Male: 21%
- Not specified: 1%

52% of new hires were ethnically diverse

80% of new hires were female

### Our D&I program prioritizes the following:

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

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

- 2,126 Total Small Business Enterprise Vendors
- 2,191 Diverse Vendors (excluding Small Businesses)

## EMPLOYEE RESOURCE GROUPS (ERGs)

As part of our D&I program, our multi-faceted ERGs are sponsored by executives across our enterprise. Our ERGs and executive sponsors are as follows:



**WOMEN ERG**  
**Andy McCawley**  
Chief Development  
Officer, USPI



**BLACK ERG**  
**Archie Drake**  
CEO, Children's  
Hospital of Michigan



**LGBTQ+ ERG**  
**Tarek Naser**  
VP, Head of Ops  
Finance, USPI



**VETERANS ERG**  
**Matt Luke**  
Regional VP,  
California, USPI



**HISPANIC ERG**  
**Monica Vargas**  
Market Chief  
Executive Officer,  
Carondelet  
Health Network



**ASIAN/PACIFIC ERG**  
**Carol Han**  
VP, Managed Care

### Department of Defense Employment Partnership

The Department of Defense Military Spouse Employment Partnership (MSEP) connects military spouses with hundreds of partner employers who have committed to recruiting, hiring, promoting, and retaining military spouses. As one of over 700 partner companies in MSEP, Conifer contributes to veteran-focused recruiting efforts.

### Health and Safety

At Tenet, safeguarding the health and well-being of our patients and staff remains a top priority. We are committed to upholding a safe environment, guided by our SVP, Chief Clinical Operations Officer, who ensures rigorous management of our health and safety protocols.

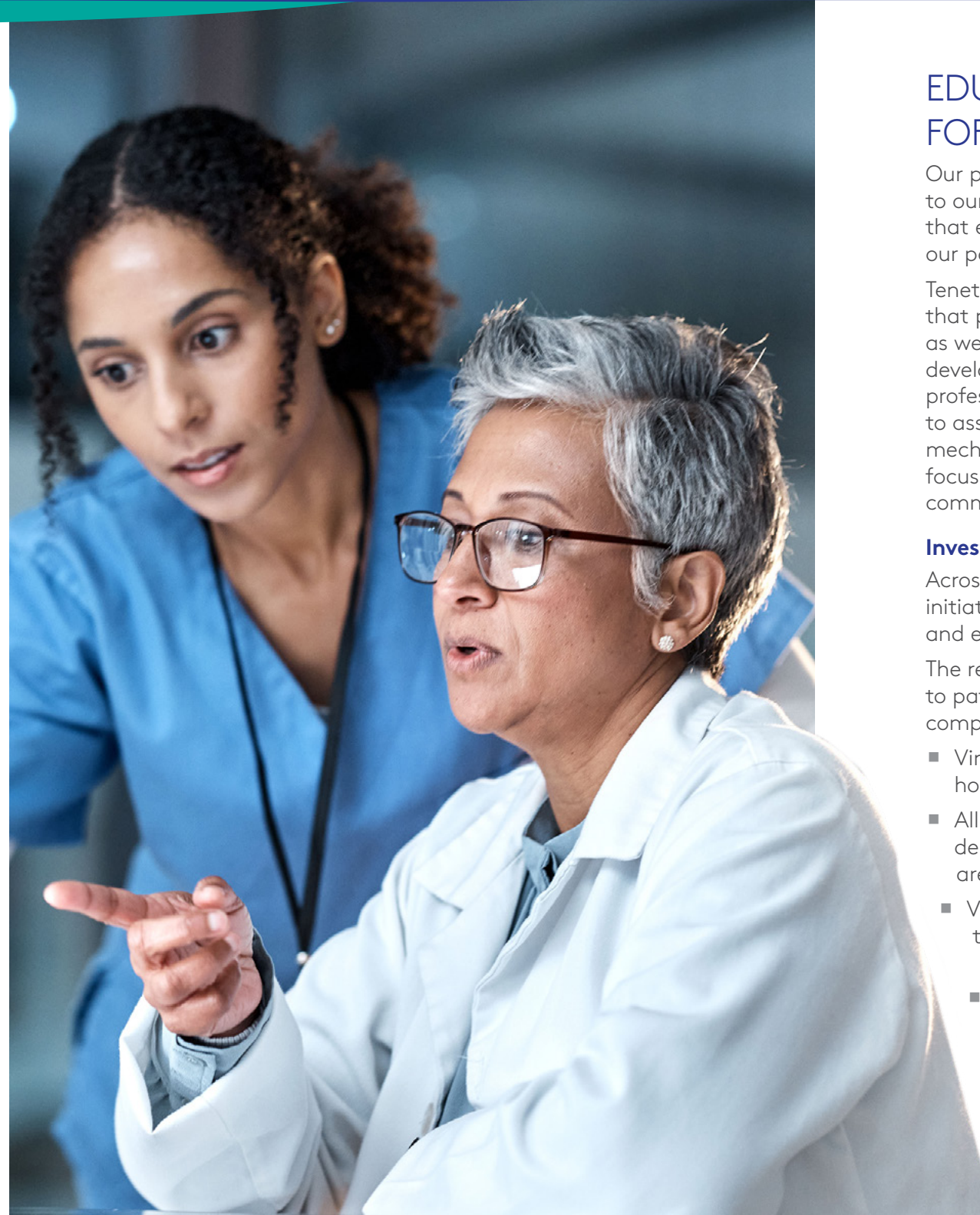
We equip all clinical staff with comprehensive health and safety training during their onboarding process. This training encompasses crucial areas, including N95 respirator use, infection prevention, effective isolation practices to protect against infectious diseases, hazard recognition, and comprehensive OSHA training.

Recognizing the value of our employees' insights, we actively engage them in our safety culture, particularly through our bi-annual safety survey. This crucial feedback allows us to act upon our team's critical observations and foster a cycle of continuous improvement.

Our operations strictly conform to the guidelines set by the Centers for Medicare & Medicaid Services (CMS) and undergo inspections by The Joint Commission and the College of American Pathologists to ensure our facilities meet the highest safety standards.

Regular inspections, ranging from biannual to every four years, along with mandatory OSHA, state, and federal audits, reinforce our commitment to maintaining exemplary standards of care and safety.

Tenet also enforces a structured response to emergencies and incidents, encapsulated within our System Business Continuity Policy. This policy outlines preparedness procedures and responses to a broad spectrum of potential challenges, from extreme weather events to natural disasters and potential internal crises, ensuring operational resilience and safety. Our Tenet Command Team stands ready to lead and support our local hospital teams, in an effort to ensure immediate and effective action in any situation.



## EDUCATION AND DEVELOPMENT FOR HEALTHCARE LEADERS

Our people shape who we are and the high-quality care we provide to our patients. We are committed to fostering an environment that encourages continuous learning so our employees can serve our patients and customers in the best way possible.

Tenet employees receive regular and formal performance reviews that provide feedback on their contributions to the organization, as well as actions they can take to invest in their professional development. Tenet offers access to a portfolio of functional, professional, and leadership training and development resources to assist employees' career development. Additionally, we have mechanisms in place to promote employee feedback, such as focus groups, town halls, employee engagement surveys, and other communication channels.

### Investment in Workforce Education and Training

Across the enterprise, we continue to focus on educational initiatives that help ensure we have knowledgeable, experienced, and engaged employees.

The revised Hospital Education Guidelines reflect our commitment to patient care, survey readiness, and regulatory and accreditation compliance, including:

- Virtual Orientation (VO) remains a requirement for all hospital employees.
- All employees must complete VO prior to precepting in their department to ensure regulatory and compliance standards are met.
- VO courses have been reduced further to decrease learning time; changes have been reviewed and approved by the national education and regulatory team.
- The former Education Index has been merged into the Education Guidelines to create a cohesive reference document.

### Professional Education Model

The 2024 Professional Development and Education Structure marks a strategic shift towards a Group Director of Education model. This adaptation is driven by the need for enhanced communication, streamlined support, and cohesive collaboration between hospitals and the national team.

Under the guidance of Group Directors, each hospital is tasked with implementing precise education and training programs and leveraging technology to minimize traditional classroom training to allow clinical educators to provide hands-on, bedside teaching.

The overarching goal is to cultivate a robust, skilled nursing workforce at Tenet Health. The anticipated outcomes include heightened patient care quality, increased nurse retention, and notable cost savings. This initiative underscores our unwavering commitment to excellence and our proactive stance in aligning with evolving industry demands.

### Workplace Violence – Staff and Patient Safety

We have implemented a tailored approach to our Workplace Violence (WPV) Prevention training plan and Crisis Prevention Institute (CPI) levels of training. With our primary focus on the safety and well-being of our patients and employees, the revised training plan is a targeted approach to provide employees with training that is directly relevant to their roles and potential exposure to workplace violence scenarios.

### Dedicated Clinical Education Teams

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



### Executive Development Program

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

### CFO Development Program

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

### Hands-On Learning Nurse Residency Program

Tenet health systems support nurse residency programs across the country. For example, our Baptist Health System has a Nurse Residency Program designed for recently licensed registered nurses who are within the first six months of their professional RN practice. The program provides participants with the tools and skills needed to deliver exceptional bedside care. Through a combination of online and classroom learning, as well as ongoing checkpoints with a nurse preceptor, participating nurses will achieve competency in many areas of nursing practice, including acute care regulatory requirements, interpersonal and critical-thinking skills, and technical proficiency in a chosen clinical area. In 2023, we welcomed 89 new nurses to this program.

### Tenet Nursing Extern and Immersion Program

The Tenet Nursing Extern and Immersion Program was founded at Palm Beach Health Network. Today, we are expanding this program across our enterprise, including expansions into other practice areas and specialties. Our industry-leading extern and immersion program aims to build robust talent pipelines in the early stages of future nurses' careers. We actively seek out new talent by partnering with more than 200 educational institutions and by pairing their learning objectives with our business needs. The extern and immersion program provides students with training prior to graduation, offering insightful and relevant hands-on experience. Through our program, Tenet is able to reduce the onboarding and training time of new nurses and has been able to lower the expenses related to new hire training.

### Graduate Medical Education (GME) Program

At the center of our GME program is a commitment to deliver the right care, in the right place, at the right time while training high-quality physicians in the communities we serve. Upon completion of the Tenet residency or fellowship, residents and fellows have access to employment opportunities at all of Tenet's ambulatory surgery centers, surgical hospitals, acute care hospitals, and additional outpatient centers. We currently have more than 1,600 residents and fellows enrolled in 155 training programs in 58 specialties across 26 of our teaching hospitals.

### Tenet Women's Executive Development Program

High-performing women leaders across Tenet hospital operations and USPI participate in our Women's Executive Development Program, which was originally launched in 2022. Continuing today, this program provides mentorship and executive coaching tailored to each individual to support the advancement of their professional goals. The program also provides group coaching to foster a network of support for women leaders across the enterprise.



## COMPENSATION AND BENEFITS

Being a community built on care means taking care of ourselves and our families. We are pleased to offer employees a comprehensive and competitive benefits package.

- Medical, dental, vision, and a variety of other benefits
- Natural disasters and crisis support through our 501(c)(3) Tenet Care Fund
- Flexible financial benefits help employees save for retirement or contribute to tax-free savings accounts
- Paid holidays and vacation
- Career growth benefits vary by facility and include opportunities for leadership development and continuing education

## STRENGTHENING OUR COMMUNITIES

At Tenet Healthcare, we like to say that we are national in scope but local in heart. We direct our impact efforts and philanthropic endeavors toward initiatives that reflect our mission and are centered around strengthening the overall health of our communities. From promoting education to fighting hunger to facilitating health advocacy and awareness, we are local anchors in the regions where our hospitals and surgical facilities are located, standing behind the people who call those communities home.



In a region where healthcare providers are always in demand, local teens were given a firsthand look at a breadth of medical career options at **Abrazo Cave Creek Hospital** in collaboration with Desert Foothills Family YMCA and Daisy Mountain Fire & Medical. Hospital tours were led by Abrazo staff who showcased different career paths including nursing, radiology, and respiratory therapy. The students were also equipped to provide lifesaving care in their own community after viewing a demonstration of hands-only CPR, and were given tours of the Daisy Mountain Engine 147 and Medic 147 trucks and equipment.



Healthcare workers at **Desert Care Network** are committed to the health and wellness of the LGBTQ+ community. Our flagship hospital, Desert Regional Medical Center, was again named an “LGBTQ+ Healthcare Equality Leader” by the Human Rights Commission Foundation, an honor it has held since 2014. Desert Care Network and Tenet Healthcare have provided millions of dollars over the last 20 years to local charities that support the LGBTQ+ community in the Coachella Valley and Desert Region.



The **Global Business Center** Manila’s corporate social responsibility pillar, “Team Malasakit,” continues to nurture and support its partnership with vulnerable communities, including eldercare facilities, orphanages, and animal welfare organizations, providing them with medical equipment, mobility aid devices, and other necessities.

In 2023, Tenet Global Business Center received the Healthcare Information Management Association of the Philippines (HIMAP) Pamayanan Award for its various efforts to empower vulnerable communities through Team Malasakit’s transformative and sustainable outreach programs. The Pamayanan (translated as Community) Award is an award given to companies with an effective program geared towards community collaboration and sustainability.



On August 31, 2022, **Conifer’s Director of Business Insight Analytics**, Jodi Semonell’s life changed forever, when her son Cole lost his life to accidental carbon monoxide poisoning. In the aftermath of the tragedy, Jodi is educating others on the dangers of the toxic gas, and the more than 400 deaths that occur in the U.S. every year because of it. In August 2023, Jodi set out to run nearly 500 miles across Nebraska in just 11 days, making 12 scheduled stops to share her story and provide education that might protect other families from a similar loss. During the course of Jodi’s run, funds were raised to build a memorial skate park which will be located at Timber Creek Park in Omaha, NE



Across Tenet Healthcare’s ambulatory surgery centers, acute care hospitals, and corporate offices, team members partnered together to fight food insecurity and hunger in their communities through their annual **Healthy Over Hungry® (HOH) Cereal Drive**. This year, the company collected more than 1.1 million servings of cereal from food and monetary donations, benefitting more than 55 food banks and pantries across the United States.



**Doctors Medical Center** partners with the Stanislaus County Police Activities League (PAL) to lead Safe Kids Stanislaus. The organization provided free car seat checks for local families, including a set of quadruplets born at Doctors Medical Center. Volunteers educated caregivers on child passenger safety and replaced ineffective car seats.



Team members from **Desert Regional Medical Center, Hi-Desert Medical Center, and JFK Memorial Hospital** volunteered to pack fresh produce for distribution at FIND Food Bank, and donated funds to continue to support the food bank, which is the largest food distribution organization fighting food insecurity in the Coachella Valley and Morongo Basin region of Southern California.

## ADVANCING ENVIRONMENTAL INITIATIVES

Building a sustainable future starts with all of us. Operating responsibly and efficiently is at the center of our ability to care for our communities' health and well-being. We continue to integrate sustainability across our enterprise, including through our operations and priorities. As we focus on four key areas (carbon, waste, water, and sustainable procurement), we are building programs to address top priorities across our value chain.

Our ESG Committee provides Board oversight, and our EVP, Corporate Development, provides managerial oversight of our environmental programs and initiatives. Tenet is committed to strengthening our environmental initiatives and collaborating with our suppliers, industry associates, and other healthcare partners as we further develop our environmental strategy.

### Enterprise-Wide LED Lighting Upgrade by 2030

In 2023, we completed LED retrofitting for four new hospitals, bringing our total number of retrofitted hospitals to eight. We are finalizing our LED upgrade roadmap and expect to continue to retrofit five to seven hospitals per year, with the target of enterprise-wide retrofitting completed by 2030.

### Promoting Employee Engagement in Environmental Sustainability

Through a partnership with Practice Greenhealth, a leading membership and networking organization for sustainable health care, we are leveraging and improving an employee activation portal to enhance sustainability engagement. We are also considering additional engagement avenues, such as engaging those we serve, and partnering with suppliers and industry associates to foster collaborative action on environmental sustainability.



### Focusing on Sustainable Design

Energy efficiency continues to be a key consideration in all of our project designs. By considering efficacy early in the process, we can deliver a project with good initial value, long-term savings, and sustainable performance. Large projects utilize sustainable practices such as stormwater protection, waste minimization and management, and energy conservation. Our construction partners are aligned with us on these practices and have their own well-developed programs.

### Initiatives To Reduce Our Impact

By partnering with HealthTrust, our national group purchasing organization, we seek to increase the sustainability of our supply chain. In 2023, three Tenet Health representatives joined the Facility & Infrastructure Advisory Board as voting members to ensure sustainability strategies are consistent with those of other organizations in the sector.

- Expand our integrated waste management program and streamline methods for electronic waste disposal.
- Promote sustainability awareness across the enterprise through communications and engagement.

## OUR ENVIRONMENTAL STRATEGY PILLARS

### Improving Impact on the Environment

In 2023, Tenet's Global Business Center (GBC) Manila ramped up its lights off movement for Earth Hour and put in place various energy-saving initiatives, which included reducing employee shuttle services, improving its waste management processes, encouraging the use of tumblers over single-use plastic cups, and fully embracing paperless transactions. By the end of the year, these initiatives, particularly its participation in the Earth Hour movement, reduced the GBC's carbon emissions to 78.1 metric tons, equivalent to 17.3 gasoline-powered passenger vehicles driven for one year. Furthermore, GBC's more efficient fleet management processes have reduced carbon emissions to 14.5 metric tons, equivalent to 239 tree seedlings grown for ten years.

### Carbon

Baseline Greenhouse Gas (GHG) emissions, identify emissions hotspots, and initial reduction opportunities

### Water

Baseline water consumption and conduct water-risk assessment

### Waste

Baseline waste consumption and explore enterprise-reduction options

### Sustainable Procurement

Engage Tenet's Procurement Team and Group Purchasing Organization (GPO) on sustainability programs and initiatives



## LEADING WITH INTEGRITY

We are committed to maintaining top-down governance policies and practices that protect the long-term interests of our shareholders and promote Board and management accountability. Our Board of Directors guides the design and implementation of these policies and practices that allow us to operate effectively while remaining true to our mission.

The ultimate oversight of sustainability and ESG lies with our Board; they have delegated certain oversight responsibilities to various committees of the Board such as the ESG Committee, Human Resources Committee, and Quality, Compliance & Ethics Committee. More information on each committee's oversight responsibilities can be found in the "Our Approach" section.

**Tenet's Code of Conduct** (Code) serves as the foundation of our Quality, Compliance & Ethics (QCE) program. It sets forth policies and procedures that promote anti-bribery and anti-corruption and foster an environment of ethical behavior. Our QCE Committee provides Board-level oversight of ethics, quality assurance, and compliance, and our Chief Compliance Officer (CCO) provides managerial oversight of these topics, including anti-bribery and anti-corruption. In addition to our QCE Committee Charter, Tenet also has a QCE Program Charter in place, which details the governing structure and responsibilities of all QCE program committees, officers, and departments. The Chief Medical Officer (CMO) and CCO prepare a quarterly presentation to the QCE committee that includes the company's major QCE activities and is followed by executive meeting sessions. In addition, the CCO holds in-person compliance training with the collective Board annually.

Tenet completes an annual compliance risk assessment using both qualitative and quantitative methodologies for identifying, evaluating, and prioritizing risks that could negatively impact the organization, including topics such as anti-bribery and anti-corruption. During the risk assessment, the CCO/Risk Officer interviews executive leaders in our facilities and evaluates potential compliance issues and respective facility profiles. Findings of our compliance risk assessment are reported to the executive-level Enterprise Risk Committee. Based on organization analytics, interviews, and lessons learned from both the company's and other regulatory assessments, Tenet periodically updates and revises the compliance risk assessment. This risk assessment process ensures a risk-tailored allocation of resources and a risk-based review of policies, procedures, and controls under the guidance of the Compliance Risk Oversight Committee.

Our QCE program seeks to deter non-compliance and minimize exposure to unethical opportunities at every level of the enterprise. Our facility compliance officers and our specialized compliance audit teams conduct routine monitoring of compliance risks, audits, and risk assessments. We provide annual compliance and ethics, fraud, waste, and abuse, and anti-bribery and anti-corruption training for all employees, including part-time employees and contractors. Tenet and its subsidiaries provide Code of Conduct training at the time of hire and again only if there are substantive changes to the Code. Documentation of employees completing the anti-bribery and anti-corruption training is housed within our LearnShare system. Employees also receive additional role-specific training related to subjects such as contracts and physician interactions. In addition, all employees at the director level or above must complete a quarterly compliance certification that reaffirms that they have complied with all policies and procedures and includes an attestation that they have reported any potential compliance concerns that they are aware of so they can be investigated and remediated.

We seek to foster a workplace environment that is free from bribery and corruption and to encourage open channels of communication and continuous improvement. We have mechanisms in place for employees to consult on ethical issues including our 24/7 Ethics Action hotline. In addition, employees can also consult their supervisors, the CCO and/or our Code. We have a policy that addresses our record-keeping and document retention guidelines, and our Code and policy on approval limits and procedures include details on our approval procedures. Our compliance auditors continually review payments with referral sources to ensure alignment with ethical conduct and deter potential bribery and corruption. Our Code includes established procedures on appropriate behavior when interacting with government officials.

**"Tenet completes an annual compliance risk assessment using both qualitative and quantitative methodologies for identifying, evaluating, and prioritizing risks that could negatively impact the organization."**

### **Ethics Action Line**

To help ensure compliance with our Code and to promote ethical conduct, we have an anonymous reporting program overseen by our CCO. Our Ethics Action Line offers anonymous, 24/7, multi-lingual reporting of any concerns, and the existence of this resource is communicated to all team members during initial and annual Code of Conduct training sessions and via the company intranet and posters in all locations. All reported incidents are investigated and tracked in our compliance system through final resolution.

## DATA PRIVACY AND CYBERSECURITY

We identify and assess areas of risk for our company on an ongoing basis, and we have developed, and regularly refine, comprehensive practices to manage and mitigate existing and potential risks to our business. Our board of directors oversees enterprise risk management as an integral and continuous part of its oversight role. Integrated into our overall enterprise risk management framework are processes dedicated to the identification, assessment, and management of material risks from cybersecurity threats. Our approach to cybersecurity risk management is both proactive and defensive, and includes the following elements:

- A team dedicated solely to cybersecurity and managed by our Chief Information Security Officer, who reports directly to our Chief Information Officer;
- An information technology request review process that includes cybersecurity assessments of third-party products and systems proposed to connect to our information systems environment or access our data; and
- A cybersecurity incident response plan.



### Cybersecurity Team and Strategy

Our cybersecurity team, which includes both our employees and those of our managed services provider, is comprised of subgroups focused on distinct functional areas of responsibility. The team maintains a Security Operations Center, staffed 24 hours a day, that delivers day-to-day execution support for our cybersecurity risk management program. We leverage a multi-layered strategy that is designed to assess, identify, manage, and mitigate risks to our systems and data from cybersecurity threats. Proactively, we have implemented numerous threat-management tools and processes. In addition, we have disaster recovery and business continuity plans that are tested and updated periodically. We strive to stay abreast of cybersecurity threats through integrated threat intelligence feeds, industry and federal threat notices, and participation in healthcare industry intelligence sharing. We also conduct table-top exercises, which serve to simulate cybersecurity incidents to practice response and identify gaps, on a regular basis. Our internal audit team performs random sampling audits of security practices at our facilities, and we routinely perform security risk assessments.

We also require all employees to participate in cybersecurity awareness training annually, and we circulate cybersecurity awareness alerts, safety tips, and newsletters to employees across the enterprise regularly. In addition, we routinely run phishing campaigns and perform other tests to increase awareness of cybersecurity threats.

### Third-Party Review Processes

Our business requires interaction of our systems and the sharing of data with third parties, including our service providers and vendors, as well as other healthcare providers and their vendors, that present risks to our systems and data from

third-party systems and practices. Incidents and cybersecurity attacks at third parties can impact our operations and our obligations to patients, payers, and others. We manage this risk through an information technology review and approval process that considers the anticipated use and implementation of proposed technologies and includes cybersecurity team assessments of third-party products and systems proposed to connect to our information systems environment or access our data. A subgroup of our cybersecurity team is dedicated to risk-assessment analyses of vendor security practices and protections. In certain circumstances, we enter into information security agreements with service providers to secure their commitment to maintain certain security protections.

### Cybersecurity Incident Response Plan

In addition to protecting our assets proactively, our cybersecurity team is tasked with detecting and defending against cybersecurity threats to our systems and data. We maintain a response plan that outlines actions to be taken with respect to cyber incidents and includes procedures, notification processes, and protocols for escalation to senior management and our board of directors. The cybersecurity incident response team is composed of a smaller, core group of our cybersecurity team, as well as a larger, extended group that includes personnel from our operations, legal, compliance, privacy, risk management, communications, incident command center, security, human resources, finance, audit, and government relations teams. We also engage third parties, such as forensics consultants, external legal counsel, and law enforcement, as needed and as appropriate based on the circumstances. Incidents are escalated to senior management as appropriate based on the nature of the incident.



# APPENDIX

## Forward Looking Statements

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

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

## Sustainability Accounting Standards Board (SASB) Index

SASB is an independent, private sector standards-setting organization dedicated to improving the effectiveness and comparability of corporate disclosures on environmental, social and governance factors. The table below cross-references the SASB accounting metrics with where that information can be found in Tenet Healthcare’s reporting.

Accounting Metric	Code	Disclosure
<b>Energy Management</b>		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	HC-DY-130a.1	Not reported
<b>Waste Management</b>		
Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	HC-DY-150a.1	Not reported
Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	HC-DY-150a.2	Not reported
<b>Patient Privacy &amp; Electronic Health Records</b>		
Percentage of patient records that are Electronic Health Records (EHR) that meet "meaningful use" requirements	HC-DY-230a.1	Not reported
Description of policies and practices to secure customers’ protected health information (PHI) records and other personally identifiable information (PII)	HC-DY-230a.2	See the section “Data Privacy and Cybersecurity” for more information.
(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI2	HC-DY-230a.3	Not reported
Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	HC-DY-230a.4	Not reported
<b>Access for Low-Income Patients</b>		
Discussion of strategy to manage the mix of patient insurance status	HC-DY-240a.1	We are committed to providing accessible healthcare to the communities in which we operate in. We have dedicated patient access representatives who provide a range of services, including determining eligibility for healthcare coverage and connecting patients to different financial assistance programs they may need.
Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received	HC-DY-240a.2	\$929 million

<b>Quality of Care &amp; Patient Satisfaction</b>		
Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities	HC-DY-250a.1	Not reported
Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)	HC-DY-250a.2	Not reported
Hospital-Acquired Condition (HAC) Score per hospital	HC-DY-250a.3	Not reported
Excess readmission ratio per hospital	HC-DY-250a.4	Not reported
Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	HC-DY-250a.5	Not reported
<b>Management of Controlled Substances</b>		
Description of policies and practices to manage the number of prescriptions issued for controlled substances	HC-DY-260a.1	Not reported
Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	HC-DY-260a.2	Not reported
<b>Pricing &amp; Billing Transparency</b>		
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	HC-DY-270a.1	Not reported
Discussion of how pricing information for services is made publicly available	HC-DY-270a.2	Not reported
Number of the entity’s 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	HC-DY-270a.3	Not reported
<b>Employee Health &amp; Safety</b>		
(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	HC-DY-320a.1	Not reported

<b>Employee Recruitment, Development &amp; Retention</b>		
(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	HC-DY-330a.1	Not reported
Description of talent recruitment and retention efforts for health care practitioners	HC-DY-330a.2	We have a number of talent recruitment programs for healthcare practitioners such as the Tenet Nursing Extern and Immersion Program and the Graduate Medical Education (GME) Program.  See the section “Education and Development for Healthcare Leaders” for more information.
<b>Climate Change Impacts on Human Health &amp; Infrastructure</b>		
Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	HC-DY-450a.1	Not reported
Percentage of health care facilities that comply with the Centers for Medicare and Medicaid Services (CMS) Emergency Preparedness Rule	HC-DY-450a.2	Not reported
<b>Fraud &amp; Unnecessary Procedures</b>		
Total amount of monetary losses as a result of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act	HC-DY-510a.1	Not reported
<b>Activity Metrics</b>		
Number of (1) facilities and (2) beds, by type	HC-DY-000.A	(1) 461 ambulatory surgery centers surgical hospitals 61 acute care and specialty hospitals 164 outpatient care sites (2) 15,484 total licensed beds
Number of (1) inpatient admissions and (2) outpatient visits	HC-DY-000.B	(1) 538,324 (2) 5,542,316

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

We are committed to providing transparency on our climate change risk management. The TCFD has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders, which we have used to guide our reporting.

### Governance

**Board oversight** – Tenet’s Board of Directors has ultimate oversight of climate change related risks, programs and policies as part of its wider sustainability oversight. However, the Board has delegated certain oversight responsibilities to the various Board committees. Specifically, our Environmental, Social and Governance Committee is responsible for topics such as climate change impacts, including risks related to climate change.

**Management oversight** – Our sustainability strategy and goals are reviewed and approved by our CEO. Our EVP, Corporate Development is responsible for overseeing our sustainability-related programs. The EVP, Corporate Development reports to the ESG Committee and full Board periodically.

### Strategy

#### Climate-related risks and opportunities

We have identified climate-related risks that may affect us over the short-, medium- and longer-term. These include:

- **Physical risks:** We could be affected by climate change and adverse weather events as a result of climate change such as fire, tornadoes, hurricanes, flooding and other storms, to the extent such issues adversely affect the general economy or affecting the communities in which our facilities are located. In addition, as the number and severity of adverse weather events rise, these events have created increased risk that is expected to lead to a rise in insurance premiums and reductions in coverage for properties.
- **Regulatory risks:** Our operations are subject to a number of federal, state and local environmental laws, rules and regulations that govern, among other things, our disposal of solid waste, as well as our use, storage, transportation and disposal of hazardous and toxic materials (including radiological materials.) Our operations also generate medical waste that must be discarded in compliance with statutes and regulations that vary from state to state. In addition, our operating expenses could be adversely affected if legal and regulatory developments related to climate change or other initiatives result in increased energy or other costs.

### Risk Management

Our leadership and Board of Directors are committed to managing and mitigating various risks to our business and financial performance, including climate change and other environmental risks. Such risk management topics are reviewed and discussed among our leadership across the organization.

### Metrics and Targets

We do not currently disclose our greenhouse gas emissions.



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If you have any questions regarding the ESG Report,  
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