

# AMPLIFY AND ACT



2021 C-Index Annual Report  
Diversity, Equity & Inclusion



# CENTENE CORPORATION

Centene Corporation, a FORTUNE® 50 company, is a diversified, multi-national healthcare enterprise that provides a portfolio of services to government-sponsored and commercial healthcare programs, focusing on under-insured and uninsured individuals. Centene operates local health plans and offers a range of health insurance solutions and specialty services.



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## A LETTER FROM THE CHAIRMAN AND CEO

*I am pleased to share with you Centene's 2021 Diversity, Equity & Inclusion (DEI) Annual Report. During a year that continued to be a substantial challenge for the world, the country, and the healthcare industry, Centene has remained steadfast in our commitment to foster and strengthen a workplace culture shaped by diversity, equity, and inclusion across the enterprise.*



Our commitment to diversity, equity, and inclusion starts at the top of the organization with our board of directors and permeates every layer and level. Our most important resource is our more than 74,000 diverse and dedicated employees — they drive our continued success toward our purpose of transforming the health of communities.

The challenges of this past year amplified our need to be agile and innovative, and we addressed the changing needs of our 26.5 million members. Through a series of health, equity, and wellness initiatives, Centene is working to identify solutions that advance equity in the healthcare system and improve access to care for vulnerable communities and individuals. For example, we expanded telehealth capabilities by offering technology grants to providers in rural areas, enabling our providers to continue to care for communities through the global COVID-19 pandemic.

To help our employees maintain their level of excellence in support of our members, we also provided new programs, resources, and support tools to ensure employees could do their best work. While navigating a remote work environment, we took great care to make sure that our employees felt connected, respected, and heard. Our Diversity, Equity & Inclusion Office drove a strategy that engaged our Employee Inclusion Groups, delivering more than 250 virtual programs across our enterprise, ranging from transparent dialogue on vaccines to establishment of a resource group for parents, as well as a network for caregivers, and the launch of a new series of Courageous Conversations about how to be an authentic ally.

The priorities, programs, investments, and metrics shared in this report ensure that Centene is strategically and intentionally focused, while measuring what matters and sustaining our momentum. As a force for powerful and positive change, Centene continues to be a transformational leader in healthcare, and we are proud to share our DEI accomplishments for 2021, as well as our optimism for the future.

Sincerely,

A handwritten signature in black ink that reads "Michael F. Neidorff". The signature is written in a cursive, slightly stylized font.

**Michael F. Neidorff, Chairman and CEO**



A LETTER FROM  
**THE DIVERSITY,  
EQUITY &  
INCLUSION  
OFFICE**

*Centene remains committed to building a truly inclusive company and society, and I am pleased to share with you our progress during 2021 and our plans for 2022.*

The past two years have seen a number of challenges, including the COVID-19 pandemic, racially motivated tragedies, and other inequities. We had to reevaluate and reset some of the ways we live and work, and it is an ongoing process. Now more than ever, we as a company, and as a community, must continue to work together to remove the barriers that prevent us from thriving.



In 2021, we continued our work to better understand the evolving needs of our employees and members so we could design solutions to address the issues that mattered most to them. By amplifying diverse voices, perspectives, and experiences, we learned how to take action to achieve positive, sustainable change. Every measure we put into place brings us one step closer to fulfilling our purpose of transforming the health of communities.

I am especially proud of our work to amplify leadership accountability, which includes a multi-year roadmap to further embed DEI into our leadership model and enhanced analytics tools to drive intentional action for under-represented groups of colleagues and potential candidates. We also developed a series of thought-provoking programs that engaged employees throughout the enterprise. More details of our 2021 highlights are on page 10.

As we continue our journey toward the most diverse, equitable, and inclusive Centene possible, I am energized by the commitment of our leadership to our goals, the engagement of colleagues across the enterprise, and the belief and commitment we all share that our efforts are having a measurable impact for all.

Sincerely,

**Erika McConduit,**  
Regional Vice President of Diversity, Equity & Inclusion

## A LETTER FROM THE CHAIR OF THE EXECUTIVE DEI COUNCIL



Our Executive Diversity, Equity, and Inclusion 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 advocate for systemic change that embodies social justice, public policy, equity, and inclusion.

In 2021, the council took action to focus on the following priorities: leadership development and accountability, pay equity, cultural inclusivity, local business unit DEI council development, and enterprise access to DEI resources.

We met with senior Centene leaders to share information on these priorities, listened to feedback from Centene's Employee Inclusion Groups (EIGs), and served as panelists and moderators for DEI employee programming. These activities resulted in both internal and external changes, such as enhancements to Centene's Find-A-Provider tool that make it more inclusive for our LGBTQ+ members.

As a result of this work, I am proud to share that Centene's Executive DEI council was recognized as #21 on DiversityInc's Executive D&I Council Specialty list. This 2021 report reflects our commitment to DEI at Centene and demonstrates Centene's tangible steps to achieving a more inclusive workplace.

Andi Gillentine, COO, Fidelis | Chair, Executive DEI Council

Please refer to the appendix for a list of our Executive DEI Council members, Business Unit Council locations, and local EIG Chapters

## OUR DIVERSITY, EQUITY & INCLUSION FRAMEWORK

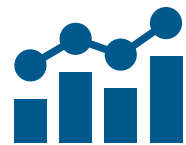
*One important evolution in our journey has been a broadening of our focus to amplify equity — the fair treatment of all, and equal access to opportunity, information, and resources. This advancement in how we approach our work is now reflected in the core pillars of our DEI strategy. This framework guides our efforts and holds us accountable for measurable progress.*

### LEADER ADVOCACY & COMMITMENT

*Our leaders are responsible for implementing the diversity, equity, and inclusion strategy and demonstrating their clear commitment in their words and actions.*



# 2021 HIGHLIGHTS



## IMPROVED DATA ANALYTICS CAPABILITIES

Improved data analytics capabilities provide greater insights to our stakeholders, leading to targeted initiatives for under-represented groups in our workforce. Efforts include an ongoing series of focus groups with our African-American employees to help us learn more about areas of opportunity for growth.



## INCREASED EDUCATION, TRANSPARENCY, AND ALLYSHIP

More than 17,000 employees attended engaging programs and honest dialogues to increase education, transparency, and allyship across differences. Events included forums on inclusive leadership during challenging times, COVID-19 vaccine education, mental health awareness, and self-care.



## NEW LEARNING RESOURCES CREATED

New DEI learning resources were created to ensure our workforce is equipped to thrive and support our members in an ever-changing landscape. This combination of e-learning, training playlists, and resource guides is available to employees at any time through our online learning platform and includes topics such as authentic allyship and creating a culture of inclusion. Our Inclusive Leadership course was taken by more than 80% of the company's directors.



## IMPLEMENTED LEADERSHIP ACCOUNTABILITY FRAMEWORK

A multi-year roadmap to enhance our leadership accountability framework was implemented, and it includes specific DEI behaviors and people leader skills tied to operating plans and performance measures.



## ENHANCED FLEXIBILITY FOR OUR WORKFORCE

The company introduced new workplace flexibility measures, including remote work arrangements, hybrid work arrangements, enhanced dress flexibility across offices, and "no meeting days" to help focus on priority projects. These enhancements support employee well-being and help them work in the ways in which they work best.

### Authentic Allyship: From Awareness to Action

Following last year's Courageous Conversations on racial equity and justice, Centene created a slate of resources to help our workforce understand what it truly means to be an ally. A "Real Talk" session included a panel of Centene leaders, who provided perspectives on how to deepen awareness and empathy, while taking intentional action to build trusting, inclusive relationships.

A series of employee-led Courageous Conversations followed, focused on what allyship looks like for participants and their teams. More than 50 sessions were held at the enterprise and business-unit levels.

# Who We Are

As of 12/31/2021

**76%**  
WOMEN

**65%**  
SUPERVISOR+  
POSITIONS  
HELD BY WOMEN

**48%**  
PEOPLE  
OF COLOR

**74K+**  
TOTAL  
EMPLOYEES

**42%**  
IDENTIFY AS WOMEN  
OR PEOPLE OF COLOR  
ON CENTENE'S BOARD  
OF DIRECTORS

**36%**  
SUPERVISOR+  
POSITIONS HELD  
BY PEOPLE  
OF COLOR

**3%**  
VETERANS

**15%**  
EMPLOYEE  
INCLUSION GROUP  
PARTICIPATION

**10%**  
IDENTIFY  
AS HAVING A  
DISABILITY

*People data excludes international companies and/or U.S. non-integrated companies. Our total headcount (including international and U.S. non-integrated companies) is approximately 74,300, and our Full-Time Equivalent (FTE) count is approximately 72,500.*



# TALENT

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## VALUING DIVERSITY. CREATING EQUITY. EMBRACING INCLUSION.

*Centene believes that a diverse workforce and an inclusive workplace fuel improved service, innovation, and performance. We strengthen our workforce by hiring a range of candidates with varying life experiences and professional backgrounds, and we thoughtfully engage them throughout their employee life cycles with dedicated support and leadership development opportunities.*

COVID-19 had an unprecedented impact on businesses around the world. According to leading research experts, COVID-19 heightened the need to address gender inequities at work, particularly for women of color, working parents, and women in senior leadership positions. Amplifying support mechanisms for these groups is critical to shaping policies and practices that support a dynamic, resilient workforce. To advance in these areas, we activated partnerships throughout the organization to support new employee benefits and enhanced programming, processes, tools, and resources that provide greater connections to diverse professionals.







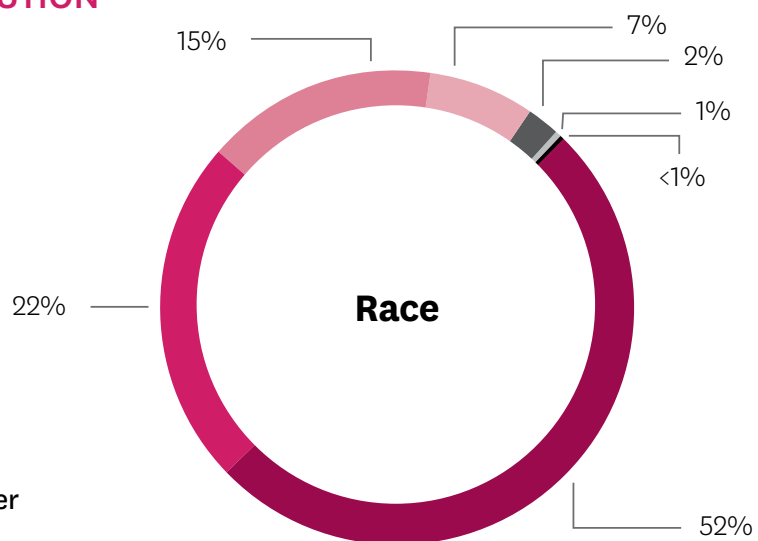
## WORKFORCE METRICS AND TRACKING

This past year, we continued to enhance our reporting mechanisms, ensuring we are able to develop strategic initiatives that address areas of opportunity for DEI advancement. We improved our reporting for leadership by providing metrics on DEI learning completion and business unit DEI activities. A new DEI dashboard for our DEI Councils, HR Business Partners, and Business Unit Leadership provides a way to track ongoing progress of programs and initiatives. Also, we improved our tracking of employees who complete Centene-sponsored leadership development programs to help us better identify candidates for additional development and advancement opportunities.

*A new DEI dashboard for our DEI Councils, HR Business Partners, and Business Unit Leadership provides a way to track ongoing progress of programs and initiatives.*

## RACE/ETHNICITY DISTRIBUTION OF OUR WORKFORCE

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



*We are proud that our retention of women and people of color, particularly at the supervisor level and above, remained stable within this unprecedented environment. The supports that we put in place, including dedicated leadership development programs and enhanced workplace flexibility, contributed to our ability to retain our workforce.*

## OUR WORKFORCE AS OF DECEMBER 31, 2021

**76%**  
WOMEN

**65%**  
WOMEN AT THE  
SUPERVISOR  
LEVEL AND ABOVE

**48%**  
PEOPLE  
OF COLOR

**36%**  
PEOPLE OF COLOR  
AT THE SUPERVISOR  
LEVEL AND ABOVE

**56%**  
WOMEN

## 2021 SUCCESSORS IDENTIFIED FOR DIRECTOR+ POSITIONS

**28%**  
PEOPLE  
OF COLOR

Centene believes in building a deep and diverse talent pipeline, empowering us to activate intentional succession plans and provide compelling internal career paths for our employees. Differentiated investment is made based on the aspirations and potential of each leader rather than a one-size-fits-all development model.

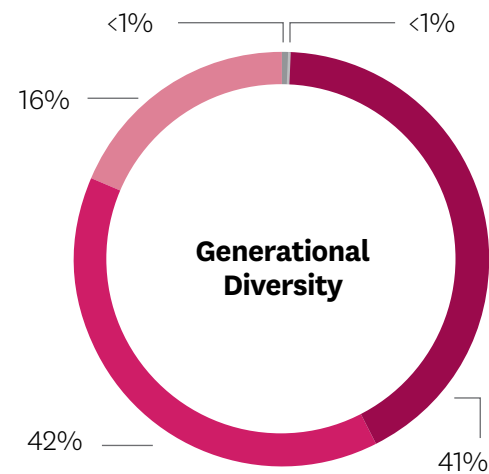
## COMMITMENT TO PAY EQUITY

A core part of Centene's pay and benefits philosophy is to provide equal pay opportunities for all employees. We work hard to make decisions based on consistent and fair criteria and without bias. We consistently and regularly review and examine our pay practices to ensure there is equity across the organization and will continue to do so in the future. To support our efforts, we are advancing multiple technology and managerial systems and programs to facilitate more meaningful, data-driven analyses. Centene is also committed to providing clearer paths for career progression and advancement and ensuring that under-represented populations are aware of these opportunities. As we continue to support initiatives that foster an inclusive work environment, we will diligently expand our focus on pay equity practices, concentrating our efforts on driving the highest levels of performance standards and outcomes across our enterprise.

## GENERATIONAL DIVERSITY

Each generation brings unique perspectives and experiences on how to approach challenges, leading to innovation that helps us better serve members across a variety of communities.

- **Generation X**  
(1965–1980)
- **Generation Y/  
Millennials**  
(1981–1996)
- **Baby Boomers**  
(1946–1964)
- **Generation Z**  
(1997–Onward)
- **Silent Generation**  
(1928–1945)



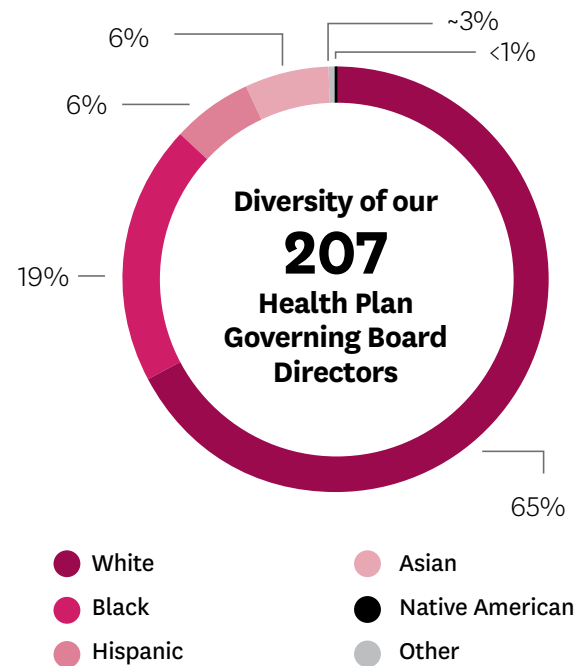
## 2021 CORPORATE BOARD DIVERSITY



Centene's commitment to DEI is present throughout the organization, including with our board of directors. We strive to ensure that our board membership reflects diversity in its broadest sense, including diversity of background, geography, perspective, ability, gender, and ethnicity.

**On Centene's board, 42% of the directors identify as a woman or a person of color.**

This commitment extends to our health plans as well. The 207 external members of the governing boards of our regulated health plans represent a range of diversity, including 36% women and 8% veterans.



## TALENT ATTRACTION: INVESTING IN A DIVERSE FUTURE

It takes a robust infrastructure of talent programs and leaders who value all dimensions of diversity to maintain a workforce that is representative of the communities we serve.

*Centene's Talent Attraction (TA) team, in partnership with hiring leaders, nurtures a talent pipeline that connects us to a diverse workforce. All of our talent advisors receive training to become Certified Diversity Recruiters, and last year, four of our leaders participated in the Association of Talent Acquisition Professionals DEI Excellence Program.*

Throughout the year, Talent Attraction activated stakeholder partnerships and amplified focus on working with nonprofits and academic institutions, including Historically Black Colleges and Universities (HBCUs), to enhance our ability to recruit and develop diverse talent.





24

FACILITATED  
EIG CAREER  
DEVELOPMENT  
WORKSHOPS

### EIG PARTNERSHIP — EMPLOYEE ACTIVATION NETWORK

Talent Attraction launched the Employee Activation Network in partnership with our Employee Inclusion Groups (EIGs). This network cultivates diverse referrals by sharing job openings through the EIG networks. The team also facilitated 24 EIG Career Development workshops for our internal professionals to help prepare them for career advancement.



### RECRUITING PARTNERSHIPS AND EVENTS



**The International Association of Black Actuaries (IABA)** provides a framework for employers to support and improve the representation of Black actuaries in the field. Centene supports the IABA through an Actuary Team Sponsorship that engages professionals at various levels of experience.



**Rung for Women** provides leadership development for women seeking to advance their careers in IT and connects participants to employment opportunities. As a member of Rung’s advisory group, Centene provides counsel to participants while expanding the company’s talent pipeline.



**CyberUp** is a nonprofit committed to cultivating talent in cybersecurity. Centene partnered with the organization to sponsor a training opportunity for military service members transitioning to civilian life. At the completion of the program, Centene will have the first opportunity to hire and retain these graduates.

The Talent Attraction team attended several **diversity-focused career events**, including ones hosted by the National Urban League, the Hispanic Chamber of Commerce, and Delta Sigma Theta Sorority, Inc.



DELTA SIGMA THETA SORORITY, INC.

## ENGAGEMENT WITH HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

5

### CAMPUS CAREER FAIRS

Centene participated in five campus career fairs: Florida A&M University, Xavier University of Louisiana, the Atlanta University Center (Spelman, Morehouse, Clark Atlanta), Harris Stowe University, and North Carolina A&T.

\$500K

### INVESTED TO SUPPORT THE PRESIDENT’S INNOVATION FUND

Peach State Health Plan, Centene’s health plan in Georgia, invested \$500,000 over five years with Morehouse College of Medicine to support the President’s Innovation Fund.

\$500K

### PLEGGED TO SUPPORT UNDER- REPRESENTED HIGH SCHOOL STUDENTS

Louisiana Healthcare Connections pledged \$500,000 over five years with Xavier University to support a targeted research project with its Health Equity Institute and STEM summer academies for under-represented high school students.

\$50K

### PLEGGED TO SUPPORT HOWARD UNIVERSITY COLLEGE OF DENTISTRY

Envolve Dental pledged \$50,000 to support Howard University’s College of Dentistry.



### DIVERSITY OF SLATE AND DIVERSE INTERVIEW PANELS

Our Diversity of Slate practice is designed to increase diverse representation at leadership levels by including at least one woman and one person of color on candidate slates.

**We achieved Diversity of Slate for 64% of director and above positions.**

To nurture talent within Centene, we leverage and create programs for targeted leadership development of Black and African American employees as well as other people of color and women. Learn more about a few of these programs on pages 25 and 33.

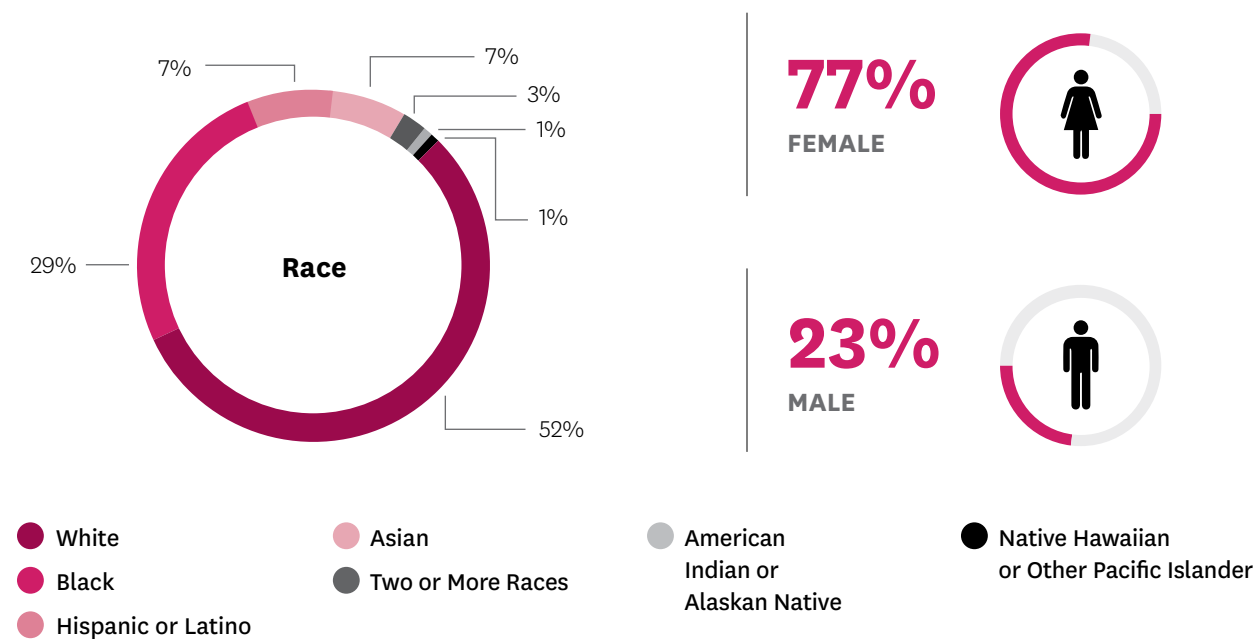
Additionally this year, Centene launched diverse interview panels for director and above positions. The panels included a range of individuals from across business functions, leadership levels, genders, and ethnicities.

## ONBOARDING AND CONNECTIVITY: DEI FROM DAY ONE

*Throughout the pandemic, we remained committed to connecting with our workforce and activating our culture of equity and inclusion from the first day an employee joins our organization.*

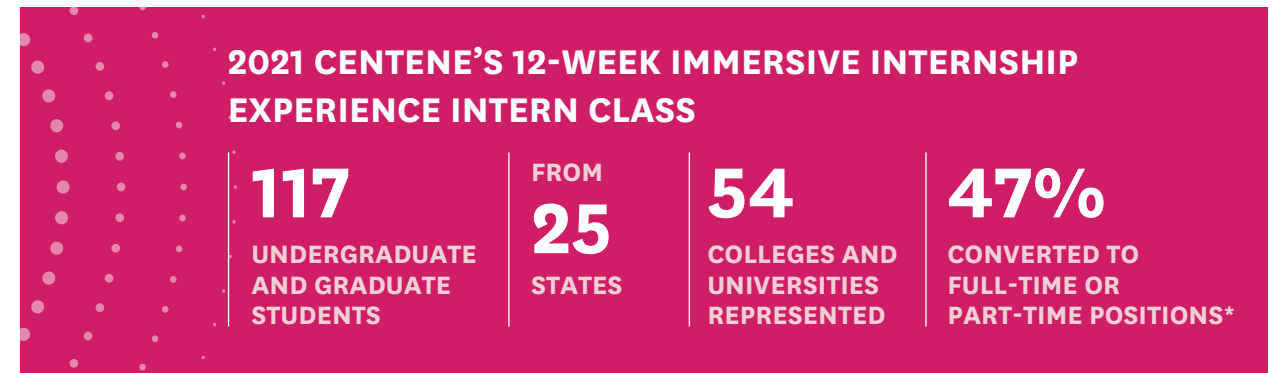
Our Talent Management team finds innovative ways to create an inclusive onboarding experience. From day one, our employees experience an engaging virtual experience that walks them through the onboarding process. Employees can also access a 30-day self-guided journey that provides resources on navigating Centene systems and policies. It suggests benchmarks for setting goals and connecting to EIGs and other leadership development communities. The orientation has successfully connected employees from across the nation to learn about who we are, what we do, and how to immerse themselves into our culture.

### NEW HIRES BY RACE AND GENDER (TOTAL NEW HIRES 6,714)



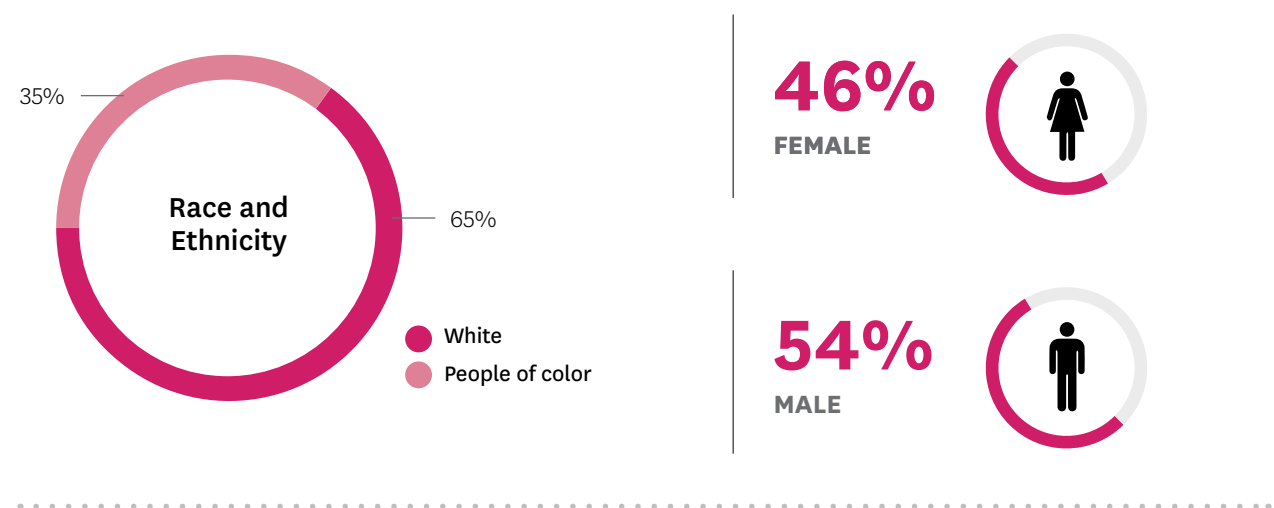
## CENTENE 2021 SUMMER INTERNSHIP EXPERIENCE

Building on the 2020 virtual program, our 2021 intern class engaged in curated virtual coaching and mentorship experiences while completing meaningful projects. These opportunities not only support the development of early-career professionals, they also strengthen Centene's talent pipeline with diverse and competitive candidates.



*\*(of those eligible for conversion)*

### 2021 INTERN CLASS



*"I feel honored to have had the opportunity to intern with Centene. Not only was I afforded the chance to directly impact the health of communities, but I also felt valued as a contributor. Centene is a special place where people's talents are not just appreciated, they are grown."*

— **Kellan Roybal**

Centene Corporate Operations Manager and Former Intern

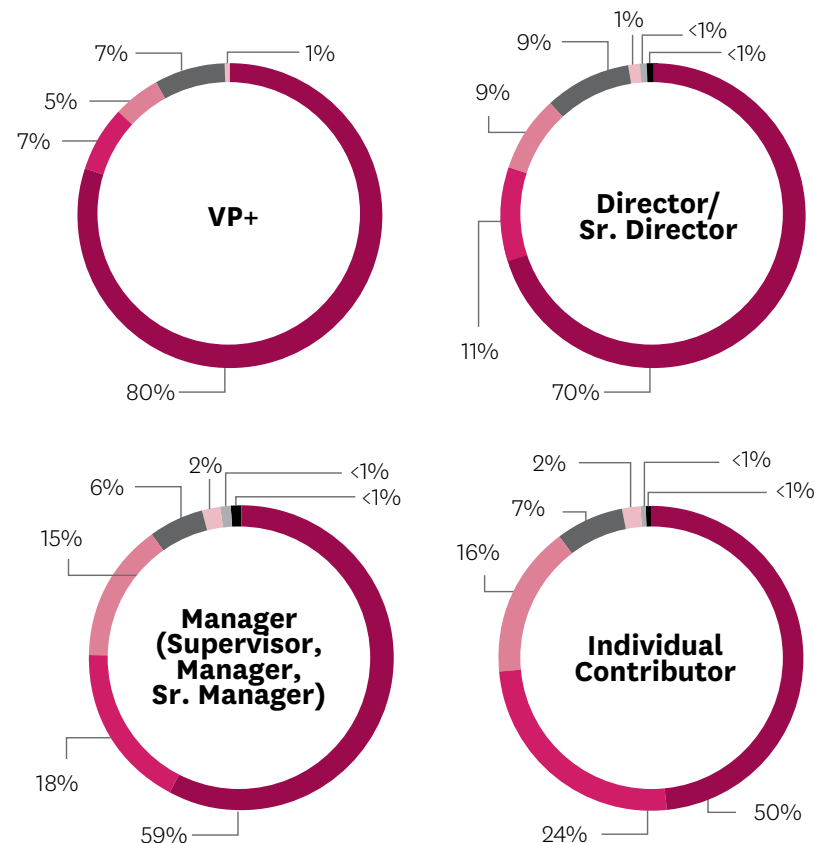


# LEADERSHIP DEVELOPMENT: SKILLS FOR A DIVERSE FUTURE

Through Centene's talent infrastructure, we continuously deepen our diverse talent bench. Enterprise talent reviews, succession planning, career development planning, and comprehensive analytics, drive results through our people plans.

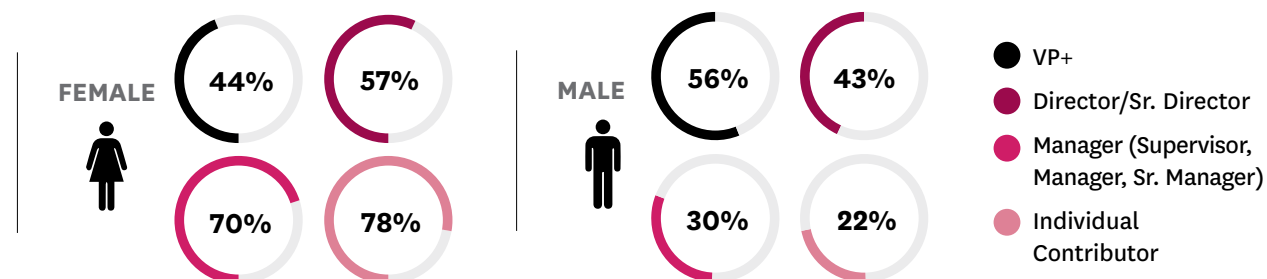
## RACE/ETHNICITY DISTRIBUTION BY MANAGEMENT LEVEL

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



## GENDER DISTRIBUTION BY MANAGEMENT LEVEL

Centene has strong representation of women, notably within management levels. Our development programs and enhanced policies have been key in the retention and engagement of our female workforce.



## LEADERSHIP DEVELOPMENT PROGRAMS

We cultivate and advance leaders across business units and departments throughout Centene by selecting programs and partnerships that provide culturally relevant development to help our aspiring leaders succeed. The following programs are some of the ways we develop our workforce.

**The McKinsey Black Leadership Executive Program and the McKinsey Management Accelerator**, part of The McKinsey Black Leadership Academy, are designed to equip Black leaders with the capabilities needed to achieve their professional aspirations, while helping organizations improve their talent pipeline. More than 20 executives were invited to complete the three-month Executive Program, and more than 100 leaders were invited to complete the six-month Management Accelerator in 2021, which included self-guided e-learnings, development groups, and mentoring sessions.



**St. Louis Business Diversity Initiative (SLBDI) Fellows Experience** is a 12-month program that enhances leadership capacity through professional development, relationship building, and civic engagement. More than 80 professionals of color from Centene have graduated from the program, and the 2021-2022 class will have 31 additional graduates, which is a 33% increase year over year and represents over 13 different lines of business throughout Centene.



Sponsored by the Centene Charitable Foundation, the **Hispanic Leadership Institute** is a nine-month program focused on developing management skills, enhancing network development, and giving back through community involvement.

*“Through SLBDI, I learned the value of bringing my core values and authentic self to my role. These sessions reinforced that diversity is key to innovation and central to the progress of an organization. I carry this lesson with me to share with my team, to build a culture of appreciation and respect, and to create opportunities for their diverse talents to shine.”*



— Jan Adversario

Project Manager, Quality Improvement for Superior Healthplan

## CENTENE UNIVERSITY: SKILL BUILDING FOR THE FUTURE

Centene is committed to developing a workforce that can thrive in the evolving world of work, enabling our organization to further accelerate growth, inclusivity, and innovation. Through Centene University, we design development opportunities at scale, offering learning in a modern environment.

Centene University is the company's personalized learning platform, accessible to all employees. Employees can explore more than 10,000 resources on topics such as leadership, social and emotional intelligence, operations, technology, mentoring, and career development.



**APEX is Centene University's flagship leadership development program, designed to strengthen individual leadership skills, creating opportunities for career growth.**

APEX: Accelerating Innovation was inspired by the events of 2020, which drove a rapid shift in consumers' expectations, behaviors, and adoption of technology, strengthening our need to innovate and deliver for those we serve. Through this program, employees learned the skills needed to succeed in an environment of high growth, uncertainty, and transformation, to shape the future of healthcare.

Centene University provides access to all DEI-focused eLearnings, including the self-directed *DEI: An Introduction to Unconscious Bias*. This year, we developed six new DEI e-learnings, focused on inclusive leadership and authentic allyship. These learnings are promoted to employees through a social community on the Centene University portal, "Diversity, Equity, Inclusion, and YOU," which also allows employees to engage in dialogue regarding current issues and share videos, articles, and other resources.

<b>52</b> NEW DEI LEARNING RESOURCES CREATED*	<b>10K+</b> HOURS OF COMPLETED DEI TRAININGS**	<b>65%</b> INCREASED IN MEMBERSHIP ON DEI AND YOU
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\*Includes e-learnings, resource guides, and playlists.

\*\* Includes Unconscious Bias training and learnings completed in addition to Inclusive and Responsible Workplace, which all employees are required to take.

## DEI SUPPORT FOR PEOPLE LEADERS

Our people leaders play an important role in creating an inclusive and equitable work environment for the organization. Manager Central, the company's information hub for people leaders, includes curated DEI resources to help leaders develop and maintain a culture where all employees can thrive. Resources include eLearnings on inclusive leadership and allyship, resource guides on building inclusivity and cultural competency, and reading lists on disrupting bias and building a sense of belonging.



### ENTERPRISE PROGRAMMING

As part of our ongoing efforts to amplify multiple perspectives and lived experiences, Centene launched a monthly speaker series for the enterprise. These one-hour virtual events featured a variety of Centene and community leaders, offering employees an opportunity to learn ways to build more inclusive behaviors in their daily lives. Topics included inclusive leadership, the importance of diverse representation, intersectionality, and the future of work for women.

**RealTalk** . With an average of more than 2,000 registrants for each program, the Real Talk series focused on honest dialogue about pressing issues impacting diversity, equity, and inclusion at our company and in our communities.

**EIG Signature Speaker**. As part of our commitment to honoring the rich histories, cultures, and heritages in our communities, we partner with our Employee Inclusion Groups to celebrate federally recognized History & Heritage Months.

Though a combination of Real Talk and Signature Speaker events, we hosted 12 programs that were attended by more than 17,000 participants. Employees from across every level and business unit at Centene embraced the authenticity and originality of the content, as noted by responses submitted through our post-event surveys.

**12**  
ENTERPRISE PROGRAMS

**17K+**  
TOTAL PROGRAM ATTENDEES

*"This was such a necessary and refreshing conversation on social justice, racial equality, and politics. I commend the courage of Centene in promoting opportunities like these to our employees."*

— Survey Participant



## WORKFORCE

# WELL-BEING AND SUPPORT

*Throughout 2021, Centene continued to prioritize the health and well-being of our employees and members.*

As we became aware of the outsized impacts of multiple COVID-19 variants, Centene implemented guidelines to help protect the health and safety of our workforce, reduce the spread in our communities, and protect the vulnerable populations we serve.

For nearly two years, our workforce has demonstrated resilience, courage, and leadership as we've navigated the pandemic and provided uninterrupted service to our members with more than 90% of our workforce working from home. This situation has challenged us to think and work differently, enabling us to test innovative ways to work and collaborate.



### Our responsibility.

**Our Responsibility Campaign.** In August, we launched an internal campaign, "Our Responsibility," to educate employees on Centene's commitment to protect our communities and the most vulnerable among us. Based on guidance from the Centers for Disease Control and medical experts, we required employees to provide proof of COVID-19 vaccination, enhancing Centene's atmosphere of health and safety as the leading healthcare enterprise.



**Enhanced Employee Support.** We've also continued to offer the enhanced employee support we implemented in 2020, including a medical reserve policy that provides paid leave for clinical staff, expanded paid leave for employees who need to care for family members, and a discount on health insurance premiums for those who completed healthy behaviors and received a COVID-19 vaccination.

### Real Talk

**Real Talk: Your Vaccine Questions Answered.** So that our employees could receive accurate information on the pandemic and our workplace safety measures, we held a Real Talk program, attended by 4,000 employees, where experts from our network addressed employees' questions and provided up-to-date information on COVID-19 and the vaccine. They also shared information on medical concerns related to indoor spaces, managing social anxiety, practicing self-care, and protecting vulnerable family members.

## SHAPING CENTENE SURVEY

As part of the company's efforts to gather ongoing employee feedback, the 2021 Shaping Centene continuous-listening surveys provided an opportunity for employees to share their opinions on Centene's culture, communications, leadership effectiveness, DEI commitment, and the COVID-19 pandemic.

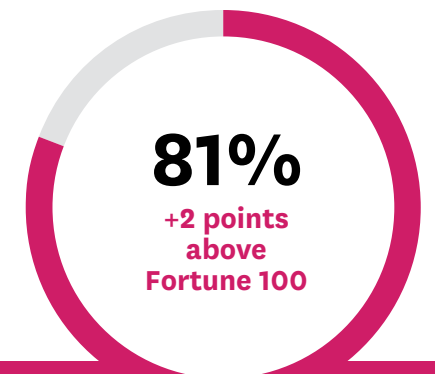
Results from Centene's latest survey this past fall show Centene continues to maintain strong employee engagement, with 81% favorability. This indicates that even through the pandemic, the majority of Centene employees remain engaged and excited about their work.



*As our workforce rallies to provide services to the 25+ million individuals served, engagement continues to be above the average F100 benchmark.*

### Overall Employee Engagement

*Our employee engagement goal was to exceed the Fortune 100 benchmark, and Centene continues to surpass this goal for employee engagement, with a favorability score of 81%.*

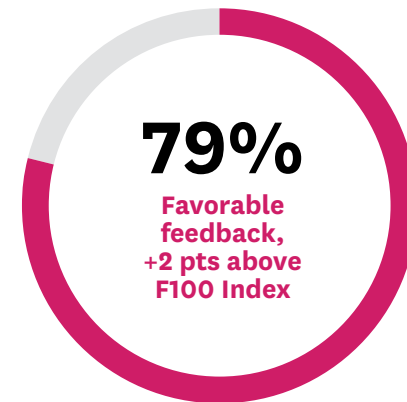


A Fresh Perspective on FLEXIBILITY

Based on our employees' feedback, the company announced a new approach to work called Fresh Perspective on Flexibility. These workplace flexibility measures empower our employees to do their best work in the way they work best. They include remote working arrangements, hybrid work arrangements, enhanced dress flexibility across offices, "no meeting days" to help focus on priority projects, and more collaborative open office spaces.

## DEI INDEX

Our Fall 2021 employee engagement pulse survey measured employee perception of the company's DEI efforts, and the responses helped us learn what is important to our workforce and identify new areas of opportunity for DEI advancement. Our overall Diversity Index score showed 79% engagement, which is 2 points above the Fortune 100 benchmark.



*DEI is a strength for Centene, scoring among the most favorable in the survey.*

**89%** OF EMPLOYEES SAY THEIR PEOPLE LEADER SUPPORTS DIVERSITY, EQUITY, AND INCLUSION IN THE WORKPLACE. (+8 PTS ABOVE F100)

**86%** OF EMPLOYEES SAY THE COMPANY IS COMMITTED TO DIVERSITY, EQUITY, AND INCLUSION IN THE WORKPLACE. (+10 PTS ABOVE F100)

To continue to drive engagement and provide additional forums for employee feedback, Centene enacted the following initiatives:

- > **Hosted five focus groups** with Black employees from across the enterprise and leaders within Human Resources to learn about ways to make the organization more inclusive, increase diverse representation in leadership, and ensure everyone feels there are equal opportunities to succeed at Centene
- > **Developed an enhanced employee accountability framework** to drive increased focus on DEI behaviors, people leader skills, and engagement effectiveness. This framework will further embed inclusive leadership across Centene
- > **Led focus groups with graduates of SLBDI and McKinsey Black leadership** to discuss program highlights and areas of improvement, and launched a series of additional career development sessions for program graduates
- > **Developed a prioritized list of recommendations for policy, process, and program improvements** that will be shared with stakeholders throughout the organization for evaluation and implementation

## CENTENE

# “I COUNT — WHY I SELF-IDENTIFY” CAMPAIGN

*Centene believes all employees should be comfortable bringing their unique selves to work. In order to target opportunities that enhance our inclusive culture, evaluate the effectiveness of our DEI initiatives, and develop new programs and resources to meet employee needs, we consistently work to understand the fabric of diverse identities within Centene.*

*The annual “I Count — Why I Self-Identify” campaign encourages employees to voluntarily self-identify their gender, LGBTQ+ identity, or status as a veteran and/or person with disabilities.*

### OF THE EMPLOYEES WHO HAVE SELF-IDENTIFIED:

**4,900+**

SELF-IDENTIFIED  
AS HAVING A  
DISABILITY

**580+**

SELF-IDENTIFIED  
AS LGBTQ+ AND/OR  
GENDER NONBINARY  
OR NONCONFORMING

**1,300+**

SELF-IDENTIFIED  
AS VETERANS

*“Self-identifying gives Centene more information about the people who work here so that our collective voices are heard and represented. It helps create a more inclusive and diverse environment by showing who we are and where we are. There is power in numbers.”*

—Yasmirel Reynoso

Marketing Specialist, Sunshine Health  
I.N.S.P.I.R.E. Mentorship Co-Chair

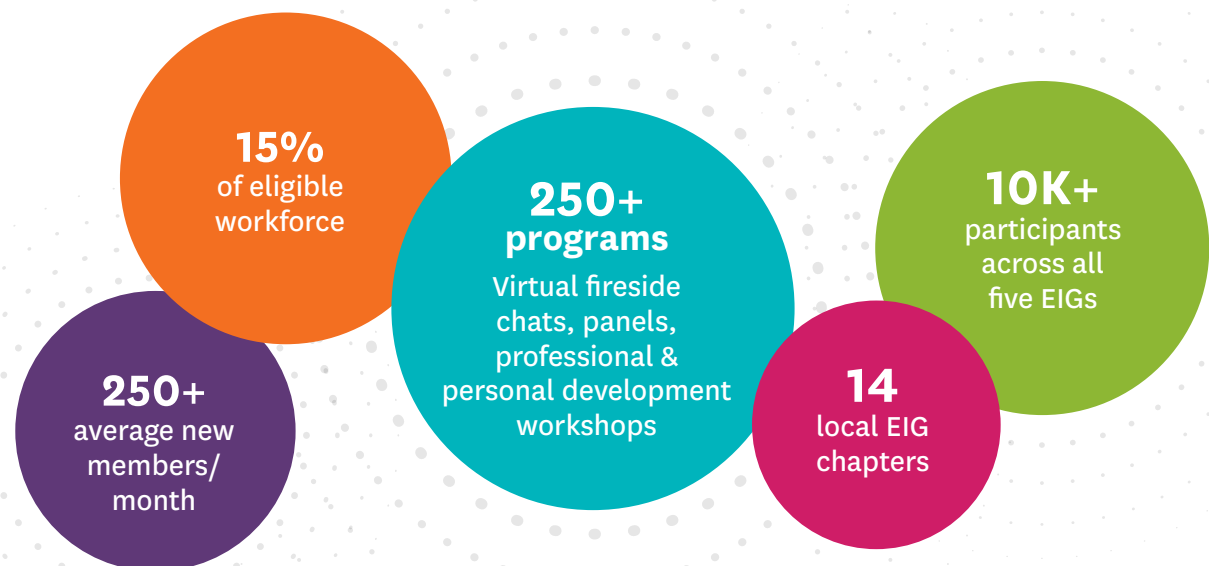




## EMPLOYEE INCLUSION GROUPS

Our EIGs are key drivers of Centene’s inclusive culture. Open to all Centene employees, our EIGs are voluntary, employee-led groups that support talent attraction, development, and retention. EIGs provide professional and leadership development opportunities, contribute to community engagement initiatives, and support business innovation and corporate best practices.

Centene values the contributions of our EIGs, and their work is supported throughout the organization. Senior leaders serve as EIG executive sponsors, and the company allots time and resources to encourage employee participation. Today, there are more than 10,000 participants across all five EIGs, which provide professional and leadership development opportunities for women, military veterans, individuals with disabilities, LGBTQ+-, and multicultural employees. This represents 15% of our eligible workforce. Our EIGs produced more than 250 development programs, ranging from panel discussions to personal development workshops. These activities were primarily driven by our 14 local chapters.



## EIGS AND POLICY ADVOCACY

Our EIGs are advisors and advocates for policy change at Centene.



**CENVET** helped launch a new benefit for employees called to active military duty. The company now pays the difference between an eligible employee’s military pay and regular rate of pay at Centene for a period of up to 26 weeks per leave in any rolling 12-month period.



**cPRIDE** co-authored Centene’s Workplace Gender Identity and Transition Guide, a document that provides information on supporting an employee through a gender transition and creating an inclusive environment for non-binary gender expressions. The document includes resources for transitioning employees, co-workers, people leaders, and Human Resources Business Partners to support their respective roles in the process.



With the help of **I.N.S.P.I.R.E.**, the company expanded paid parental leave and established new caregiver benefits, providing employees with paid time off to support their families. **MOSAIC** helped Centene create a floating holiday. Employees may choose to use that day to celebrate Juneteenth, a religious holiday, or any other occasion.



## EIG MENTORING

Mentoring helps employees reach their full potential, increases retention and promotion rates, and enhances employee satisfaction. Our EIG mentoring programs are designed to support members through culturally competent, focused professional development. The EIGs leverage tools such as group development sessions, community engagement, and one-on-one mentoring to prepare participants for leadership opportunities at all levels of the company. This year, more than 500 employees took part in mentoring programs across all five EIGs.

**500+**  
EMPLOYEES PARTICIPATED IN MENTORING PROGRAMS



**ABILITY** is Centene's Employee Inclusion Group focused on people with disabilities, caregivers, and allies. This group challenges the stigma associated with people with disabilities and caregivers, and expands disability cultural competency.

This year, ABILITY's themes were allyship, growth, and advancing employee sentiment around support, acceptance, and belonging. Themes were chosen by taking an empathetic approach to the employee experience.

Our year-long series on mental health provided ways our employees could practice self-care while connecting with others and included social hours, mindfulness and yoga sessions, and discussion groups. We provided a benefits workshop to support caregivers, and we partnered with I.N.S.P.I.R.E., Centene's Women's Employee Inclusion Group, to host Nadine Cornish Roberts, founder of The Caregiver's Guardian, LLC, to help us hone our compassion as allies.

As a result of ABILITY's programs, group members reported high satisfaction and feeling supported, and are likely to recommend joining ABILITY to others. We are excited by our progress this year, and we anticipate continued growth in the year to come.

**900+**  
MEMBERS

**Patricia Moore**  
Senior Business Transformation  
Manager  
Centene Corporation  
ABILITY Co-President

**Aviva Woog**  
Senior Manager  
Community Advocacy  
ABILITY Co-President



**CENVET** provides support and resources for employees who have served in the armed forces and those related to a service member. We offer guidance and recommendations regarding issues relevant to veterans and military families, while helping Centene further veteran outreach and talent development.

In 2021, CENVET prioritized efforts to expand awareness of our veteran and military family populations while working to grow our EIG and provide resources to help our members succeed in the workplace.

We executed internal communications campaigns to recognize our veterans and military families on Memorial Day, Veterans Day, and for the first time, Women Veterans Day. As part of that recognition, we were joined by Centene board member General Lori J. Robinson, who shared her experiences as the first woman ever to lead a U.S. combatant command.

We held a series of virtual webinars to connect our members to resources, covering topics such as transitioning to civilian life, interview skills and resume building, benefits for veterans and family members, and dealing with PTSD and mental health issues.

These activities, along with our strengthened leadership commitment, will position us for tremendous success in 2022.

**1,100+**  
MEMBERS

**Shawn Smith**  
Project Manager III  
Medicare Quality Improvement  
CENVET Co-President

**Robert Strong**  
Systems Engineer  
Centene Corporation  
CENVET Co-President



**1,300+**  
MEMBERS

**Nate Lucena**  
Staff Vice President, Strategic Initiatives  
Centene Corporation  
cPRIDE Co-President

**Chris Palmero**  
Contracting & Network Development  
Centene Corporation  
cPRIDE Co-President

**Ayelin Roben**  
Lead Business Process Improvement Manager  
Health Net  
cPRIDE Co-President

Centene's LGBTQ+ Employee Inclusion Group, **cPRIDE**, supports an inclusive work environment for lesbian, gay, bisexual, trans\*, queer, and all other employees within the spectrum of gender and sexuality, as well as their allies. By enabling all employees of Centene to bring their full selves to work, we aim to enhance employee engagement and retain top talent across the enterprise.

We oriented our mission around the principle of intersectional allyship, seeking to foster connections not just within the LGBTQ+ community, but also externally with other marginalized groups. cPRIDE leveraged multiple opportunities for intersectional allyship, such as successful networking events with MOSAIC, our multicultural network, and CENVET, our veterans and military families network.

We partnered with I.N.S.P.I.R.E. to honor both Women's History Month and International Transgender Day of Visibility. This led to the launch of a new event series, the Trans\* Conversation Club, as well as a collaboration with the DEI Office to develop a Transitioning in the Workplace Guide and allyship training. Our focus on addressing gender identity and expression allowed us to begin conversations with wider-reaching implications, such as an in-progress initiative to address gender-inclusive language for member-facing communications.

cPRIDE's focus on intersectional allyship elicited an unprecedented turnout of new members. A significant number of members came to us through their participation in our intersectional programming. We now seek to make intersectional allyship a core tenet of cPRIDE's mission, and in doing so, hope to strengthen the bonds of community and support between all marginalized communities and their allies.



**4,100+**  
MEMBERS

**Rebecca Bennett**  
Compliance Specialist  
Centene Corporation  
I.N.S.P.I.R.E. Co-President

**Gioia Roy**  
Program Manager III  
Centene Corporation  
I.N.S.P.I.R.E. Co-President

Centene's **I.N.S.P.I.R.E.** Employee Inclusion Group aims to support associates that identify as women throughout all stages of their personal and professional development. It is our goal to ensure that they feel seen, heard, and supported in the workplace.

Through virtual activities, such as coffee breaks, webinars, and book club events, we fostered connections and supported the mental health of our members. One of our most successful initiatives this past year was our new Mom's Club, designed to support women as they balance work and personal life.

In support of women's issues and intersectionality, we addressed several critical items to impact the quality of life of our employees. We held a virtual self-defense workshop during Women's History Month to raise awareness of domestic violence issues and provide access to resources for those who need assistance. Throughout the year, we partnered with other EIGs to promote intersectional activities and issues, including cPRIDE on Women's History Month and International Transgender Day of Visibility, ABILITY on Breast Cancer Awareness Month and National Caregivers Awareness Month, and CENVET on Women Veterans Day.

I.N.S.P.I.R.E. remains the largest Employee Inclusion Group, with more than 4,000 members, and we are beyond proud of the deep connections and impact we have made this past year. As we prepare for the year ahead, we are identifying and training new leadership so that we can keep our momentum going. We look forward to seeing all they accomplish.



**MOSAIC**, the Multicultural Network Group, drives change through advocacy, collaboration, and education and by promoting a culture that empowers and embraces the value of every individual at Centene. This year, we prioritized allyship and focused on celebrating diversity while increasing inclusion and belonging.

We elevated our programming to amplify timely and relevant topics that enhanced cultural competency and curated events and activities that our members cared about. We were bold in elevating voices and fostering discussions around systemic and interpersonal racism through our 2021 Casual Conversations, which created space for members to discuss current events and learn how to help create a more open, respectful, and engaging place for all employees.

We supported our cultural heritage months through signature events featuring author Charles Blow, Queens College professor Frank Wu, Centene board member Orlando Ayala, and Centene Chief Communications Officer and MOSAIC Executive Co-Sponsor Marcela Manjarrez. Each presenter shared unique perspectives about their lived experiences that inspired discussion and action to advance Centene's inclusive culture. Our 2021 programs, including Fireside Chats, Cultural Sharing Celebrations, mentoring, networking events, and cross-Employee Inclusion Group programs, supported the exploration of various heritages and helped attendees better understand how culture shapes the workplace.

MOSAIC leaders are deeply grateful for the resilience and hard work of our various MOSAIC subcommittee volunteers and all MOSAIC members across the enterprise, and we look forward to sustaining momentum in 2022 and beyond.

**3,300+**  
MEMBERS

**Sonya Frazier**  
Senior Manager, Behavioral Health  
Provider Operations  
Sunshine Health  
MOSAIC Co-President

**Saneel Kulkarni**  
Director  
Centene Center for Health  
Transformation  
MOSAIC Co-President



# COMMUNITY ENGAGEMENT

ACTING ON OUR VALUES:

# COMMUNITY INVESTMENT & ENGAGEMENT

As a managed care organization, Centene is committed to supporting the health of families and individuals while investing in the communities where we live and serve. We promote a more equitable future through intentional investments and partnerships with community organizations that provide support for underserved and at-risk populations. The investments profiled here highlight the wide array of engagements across our enterprise.



## EMPLOYEE COMMUNITY ENGAGEMENT

Our employees' desire to make a difference in their local communities is one of the ways Centene demonstrates our commitment to corporate citizenship. We support employees who wish to lend their time and talent to community-based organizations by offering up to eight hours of paid community impact time each year for community service. We also support employees through the Crisis Volunteer Time Off Policy, which allows them to provide specialized assistance during medically declared states of emergency.

### Disability:IN Site Interviewer for Supplier Diversity Certification



In 2020, our Chairman and CEO Michael Neidorff joined business leaders across the country in signing the "CEO Letter on Disability Inclusion," a call to action for companies to further advance inclusive practices for people with disabilities. The initiative was sponsored by Disability:IN, a nonprofit organization that works with corporations to promote accessibility and inclusion.

In 2021, Centene's Community Outreach Office and our ABILITY EIG partnered with Disability:IN on educational and community engagement initiatives throughout the year, including Disability:IN's supplier diversity program. Through this collaboration, employees across the company interviewed business owners seeking certification as disability-owned business enterprises.

## Tragedy Assistance Program for Survivors

Centene is committed to supporting service members, veterans, reservists, and their families and works with our Veterans and Military Family Employee Inclusion Group (CENVET) to enhance opportunities to engage this vital community. In 2019, The Centene Charitable Foundation launched a five-year national partnership with Tragedy Assistance Program for Survivors (TAPS) to support suicide prevention and postvention outreach. TAPS has developed a successful model of care that provides comprehensive, peer-based support and programming to survivors of military suicide loss. Funding from Centene has allowed TAPS Suicide Prevention & Postvention to continue its world-class provisions of support to thousands of grieving suicide loss survivors.



In 2021, Centene employees deepened our relationship with TAPS and helped further its mission by writing letters to military families served by the organization in honor of Memorial Day and Veterans Day. Employees were also invited to create meaningful impacts by supporting the TAPS Afghan Hope Project and by sponsoring specific TAPS services, such as filling backpacks for military children and providing gas or groceries to military families.



## COMMUNITY INVESTMENTS

Centene and The Centene Charitable Foundation seek to make a difference in local communities by investing in innovative programs and services that embrace all populations regardless of ability, age, race, or economic status. A central element of Centene's business strategy involves our focus on holistic wellness. That principle has shaped our approach to community investments, paving the way for Centene to continue its support of long-term and far-reaching initiatives that bring the arts, education, and health to every population regardless of barriers that may exist.

### Center for Asian Americans United for Self Empowerment, Inc. (CAUSE)



The Centene Charitable Foundation partnered with CAUSE in support of the CAUSE Leadership Institute, a community leadership and advocacy training certificate program for high-potential professionals with seasoned leadership experience and a passion for serving the needs of the Asian Pacific American (APA) community in California. Participants complete the program armed with



the skills and connections vital to advocate for the APA community. Graduates of this program have gone on to change the civic landscape in the region through elected office and leadership roles in the public, private, and nonprofit sectors.

### Hispanic Family Equity Fund

In May, the Healthy Americas Foundation launched the \$100 million Hispanic Family Equity Fund. Centene and the Centene Charitable Foundation pledged to match the first \$1 million in corporate donations to the fund, and our CEO Michael Neidorff asked 1,000 corporate CEOs to join this effort. The fund comes at a time when less than 2% of philanthropic dollars are invested in Hispanic-serving organizations. Currently, Hispanic-Americans face disproportionate negative health and economic impacts from COVID-19. The fund will support community family services and foster innovation in the delivery of services to this population.

**\$1M**  
CENTENE  
PLEDGES  
TOHISPANIC  
FAMILY  
EQUITY FUND



### Lyft Vaccine Alliance Partnership

Centene joined the Lyft Vaccine Alliance, which is offering 60 million rides to and from vaccination sites for low-income, uninsured, and at-risk communities. To ensure vulnerable Americans, including seniors, can get to vaccination sites, Centene teamed up with Lyft, National Council on Aging, National Hispanic Council on Aging, and United Way to offer safe and reliable transportation at no cost.



### Special Olympics Missouri

Since 2018, the Centene Charitable Foundation has supported the Special Olympics of Missouri Training for Life Campus project. This campus serves current and future Missouri athletes with intellectual disabilities. It is the first facility of its kind in the world, with the purpose of enriching the lives of Special Olympics athletes. The campus serves as a lifelong community hub and center that inspires athletes to continue developing the physical and social skills they need to be as productive and independent as possible.



### United Way

**\$6.19M**  
DONATED TO  
THE UNITED WAY

Centene's annual United Way campaign is our largest companywide employee fundraising effort. The United Way shares Centene's philosophy that important services like healthcare are best delivered using a local approach, by those within the community. The annual giving campaign enables employees to have a direct impact in providing support and services in local areas.



During its 2021 campaign, 70% of Centene employees contributed to United Way, donating more than \$3.9 million to be spread among 94 United Way chapters across the country. Additionally, Centene Chairman and CEO Michael Neidorff and the Centene Charitable Foundation matched employee donations, meaning our company will be giving \$6.19 million to benefit the communities where we live, work, and serve.

*“United Way directly connects communities with needed resources and offers opportunities for all of us to contribute to causes that are meaningful and personal.”*

— Davii Bryant  
Charlotte, North Carolina



### WellCare Takes Action to Address Racial Equity in North Carolina

According to the CDC, racism impacts the mental and physical health of millions of individuals across the United States, and it often prevents them from receiving adequate healthcare services. To address these issues, WellCare of North Carolina hosted a workshop with the Racial Equity Institute, a group that provides training and advocacy to help business and community leaders create racially equitable organizations and systems. Following the workshop, WellCare of North Carolina awarded 14 one-time grants to community organizations to support racial equity efforts in the area.





# SUPPLIER DIVERSITY

## MAGNIFYING OUR LOCAL ECONOMIC IMPACT

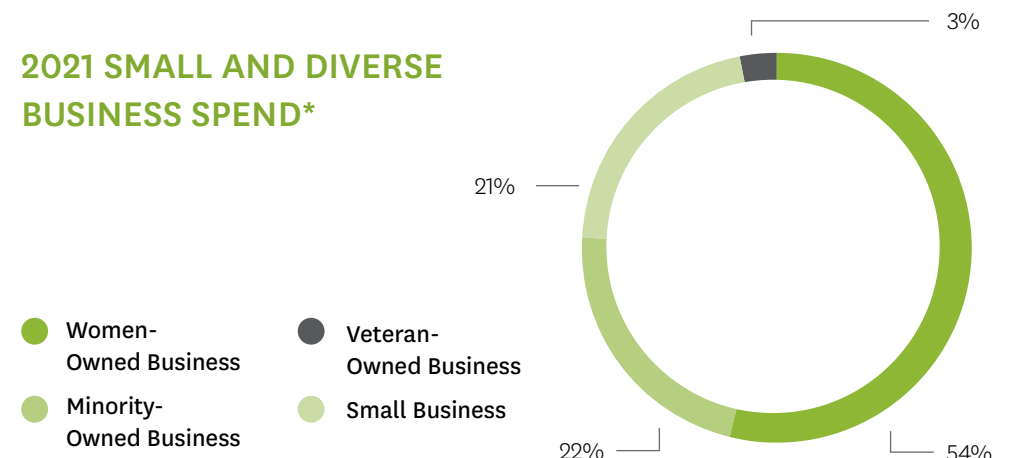
Driving economic impact through a diverse supply chain has been an essential component of Centene's strategy since our company's founding. Spending with diverse suppliers creates exponential benefits, including product innovation, improved service delivery, and economic development for local communities.

Centene's Supplier Diversity Program promotes business opportunities for state, federal, and nationally certified minority- and women-owned businesses (M/WBEs) and historically underutilized businesses (HUBs), as well as certified veteran, LGBTQ+-, and disability-owned businesses.

***In 2021, Centene spent \$346 million with diverse businesses, continuing to make significant progress toward our 2025 goal of spending \$1B annually with diverse businesses.***

The pandemic amplified the need to expand our diverse supplier network as many businesses struggled to stay afloat. Diverse businesses are failing at an alarming rate, with more than 30% closing their doors each year. African-American businesses have been especially hard hit, with a failure rate of more than 40%. This reality means that it is more important than ever for Centene to invest in diverse suppliers, supporting their stability and growth with mentoring as well as technical assistance to help them be successful.

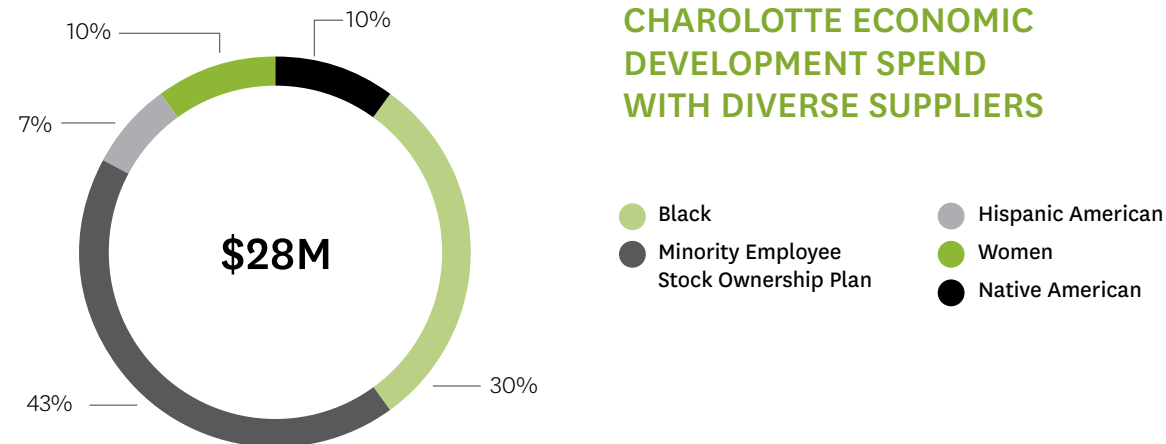
### 2021 SMALL AND DIVERSE BUSINESS SPEND\*



\*Centene US only spend (does not include international vendors.) Centene reviews its vendor base for new diverse suppliers annually; last review conducted in summer 2021.

## 2021 PROGRESS

In 2021, we focused on partnering with our state health plans to grow our diverse supplier relationships across our enterprise and ensuring significant diverse supplier participation in the construction of our new East Coast Headquarters in Charlotte, North Carolina. These actions have resulted in sustainable, measurable progress toward our diverse supplier spending goal, strengthened our diverse suppliers, and better positioned us across the enterprise to continue expanding our supplier diversity programs in 2022.



63% of total on-site working hours were completed by women and people of color.



### ECONOMIC DEVELOPMENT IN NORTH CAROLINA

In 2021, Centene began building the first phase of our new East Coast Headquarters, located in Charlotte, North Carolina, scheduled to open in 2022. Our presence in Charlotte will enable Centene to drive innovation through technology and continue advancing our mission of serving the most vulnerable populations in North Carolina and across the country. We work with our lead contracting partner, Clayco, to identify local, diverse subcontractors to participate in this construction project. These local companies receive mentoring, technical assistance, and other support throughout the project life cycle.



### Clayco's Construction Career Development Initiative (CCDI) And Lithko Contracting

Centene expects our suppliers and vendors to uphold Centene's commitment to supporting diverse talent and developing local economic opportunity. Clayco's Construction Career Development Initiative (CCDI) develops a diverse talent pipeline for the design and construction industry by providing under-represented and underemployed populations with mentorship and career development opportunities.

Lithko Contracting is the prime concrete firm on the Centene East Coast Headquarters project and a key supporter of the CCDI Charlotte Satellite program. As evidence of their commitment, nearly 90% of the Lithko's hours worked on this construction project were completed by women and minorities.

**90%**  
OF LITHKO CONTRACTING HOURS WERE COMPLETED BY WOMEN AND PEOPLE OF COLOR

#### Legacy Construction

Legacy Construction, Inc., an African-American-owned business, has capabilities and expertise in energy efficient and environmentally conscious construction, including LEED and Energy Star, and renewable energy solutions. Lithko introduced Legacy to Clayco because their expertise was a perfect fit for the Charlotte campus construction project. Legacy has a \$6.5 million second-tier partnership with Lithko and is now a part of Clayco's diverse supplier network, which will expose them to new business opportunities and potential business expansion.

**\$6.5M**  
DIVERSE BUSINESS RELATIONSHIP

#### TEC ELECTRIC

TEC Electric, LLC, a certified minority-owned business, provides general contracting services as well as electrical, lighting, network, and security system installation services.

TEC Electric applied for prequalification following diversity outreach for the East Coast Headquarters project, and they are now a strategic partner with another company, Rosendin Electric, for a portion of the project worth \$18 million.

So that TEC Electric is well positioned to take the lead on projects in the future, Clayco is introducing its leadership to the prime electrical vendor for the campus childcare center, and they will have the chance to bid on a \$12 million subcontractor opportunity. This will continue to increase their Clayco project experience and build their capacity to perform larger scopes of work.

**\$12M**  
SUBCONTRACTOR OPPORTUNITY





### CENTENE HEALTH PLANS ADVANCE SUPPLIER DIVERSITY

Driving supplier diversity is an enterprise-wide effort, and we rely on our health plans to help us build diverse supplier pipelines in their markets. In many cases, these partnerships evolve beyond geography, and we develop solutions that can help our members across the country.

**50%**

**OF OUR HEALTH PLANS DEVELOPED STRATEGIC PLANS FOR SUPPLIER DIVERSITY**

To grow our business with diverse suppliers and to help them grow, we analyzed opportunities, developed clear goals, and improved our infrastructure to track progress. So far, we have worked with more than 50% of our health plans to develop budgets, strategies, and timelines to ensure diverse participation.

*Our health plans are increasing business with diverse suppliers, creating a competitive advantage for our company and substantial economic impact for our members' communities. These diverse supplier relationships will continue to grow in the coming years.*

#### Engaging Solutions



Engaging Solutions is a minority- and women-owned business based in Indiana, working with Centene plans in Illinois, Indiana and Missouri to support our member services call centers. Since the initial contract was signed in 2007, Engaging Solutions' business with our company has grown 900%.



*"Centene was the first Fortune 500 company to contract with Engaging Solutions. That opened the door for others to follow. These relationships gave us the opportunity to scale and diversify service offerings."*

**—Tammy Robinson**  
Managing Principal of Engaging Solutions

### Best Foot Forward

Since 2018, Meridian Health in Illinois has contracted with Best Foot Forward (BFF), a certified Minority Business Enterprise that helps health plans enhance member engagement. As part of a pilot program, BFF helped Meridian increase member participation in health risk assessments. BFF began by contacting 200 members per month. Thanks to a high rate of success during the pilot, the partnership has continued to grow. BFF now contacts 4,000 members per month, and their business footprint has expanded to eight states.

*"The great part about our relationship with Centene is the team members we work with, who treat us as partners rather than vendors. Our Centene partners represent diversity in culture, religion, identity, and thought, and building an environment where all voices can thrive is a value we share."*

**—Byron Dennis, CEO**  
Best Foot Forward



### J&B Medical

J&B Medical is a nationally certified Women's Business Enterprise that spans all aspects of medical-related care, including program management, technology solutions, and insurance-covered home-care products. The company shares Centene's goal of improving clinical outcomes and reducing healthcare costs. J&B provided personal protective equipment (PPE) and other products to our corporate offices and to our health plans in Michigan and Florida.

*"J&B's national relationship with Centene has allowed us to reach members in more communities across the country, delivering the quality products and value-added services that they deserve, in the most respectful and compassionate ways."*

**—Charlene E. Shaya**  
Chief Operating Officer, J&B Medical





# STAKEHOLDER COLLABORATION



## DRIVING OUTCOMES WITH OUR PARTNERS

At Centene, healthcare is personal. Every family, individual, and community we serve is unique. To provide targeted, culturally competent care, we implement innovative solutions that advance health equity and inclusion. Our collaborations with governments, healthcare organizations, and community partners support a diverse range of initiatives and programs that address specific challenges within our member populations.

*“We believe in the power of strategic partnerships to help address the challenges that directly impact our members. Through partnerships, we gain insights and exchange ideas, paving the way and opening doors to healthier communities.”*

*—Michael Neidorff, Chairman and Chief Executive Officer*



## ENVIRONMENTAL, SOCIAL, HEALTH, AND GOVERNANCE (ESHG) AND GLOBAL COMMITMENTS

Centene was built on understanding that a variety of factors impact the whole health of our communities. Throughout our history of delivering high-quality health services to at-risk populations, we have never lost sight of the principles upon which our company was founded, including those that shape our focus on the environment, the health and social well-being of the communities we serve, and our culture of ethics and sound corporate governance.

Centene's ESHG Strategic Framework expresses our commitments to Protect Our Planet, Serve Our Communities, Cultivate Healthier Lives, and Live Our Values. Diversity, Equity, and Inclusion is a key topic within our Serve Our Communities pillar, and this report reflects its importance to our ESHG strategy.

Stakeholder engagement, including participation in global initiatives, is an example of how Centene honors its ESHG commitments. CEO Michael Neidorff has participated in the World Economic Forum 10 times, and Chief Administrative Officer Shannon Bagley recently spoke at the Reykjavík Global Forum. Erika McConduit, our RVP of Diversity, Equity & Inclusion is a member of both the World Economic Forum Community of Chief Diversity and Inclusion Officers and the World 50 I&D Impact Community. Centene also adopted the United Nations Women's Empowerment Principles (WEPs) as part of its commitment to promoting gender equality and women's empowerment in the workplace, marketplace, and community.

Since 2020, Centene has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment, and anti-corruption. In addition, Centene is a founding signatory to the Ethical Principles in Health Care, a collaborative effort between the International Finance Corporation and the World Bank to develop a set of principles to promote ethical conduct and to support ethical standards for healthcare delivery.



*Chief Administrative Officer Shannon Bagley presented at the Reykjavík Global Forum, on best practices and proven solutions to advance society.*

## ACCREDITATION & POPULATION HEALTH EQUITY (A&PHE)

Centene's Accreditation & Population Health Equity team works with internal and external stakeholders to ensure our members receive tailored solutions for their unique needs. Using health equity data and culturally and linguistically appropriate care, A&PHE helps Centene have a positive impact on our members in the areas most critical to improving their health outcomes. Key initiatives from 2021 include:



> Partnered with Centene stakeholders to develop health equity governance and organizational structure to scale health equity efforts for health plans.



> Developed and deployed health equity dashboard for legacy Centene markets that breaks down HEDIS (Healthcare Effectiveness Data and Information Set) measures to identify racial inequities across states and zip codes.



> Partnered with Centene stakeholders to develop a place-based and virtual doula program to support BIPOC moms with reducing maternal health inequities and produced a Maternal Health Equity Toolkit.



> Developed resources to support health plans in achieving NCQA (National Committee for Quality Assurance) Multicultural Health Care Distinction.



> Facilitated health equity and CLAS (Culturally and Linguistically Appropriate Services) training and advocacy through a variety of channels.



> Supported Centene and health plans with leveraging health equity to successfully procure Medicaid contracts and partnered with the Proposal Development Team to design a value-based health equity strategy for provider contracts.



> Secured ~\$1,000,000 grant from Quest for Health Equity Initiative to implement a Health Equity Zone in California and developed a Health Equity Zone model to support markets in identification, selection, and strategy for Health Equity Zones across Centene.



## COMMUNITIES TOGETHER IN HEALTH INITIATIVE

*Centene and the National Minority Quality Forum partnered to assess the impact of COVID-19 on racial minorities and vulnerable communities.*

Centene and the National Minority Quality Forum, an independent research and educational organization, partnered on the “Minority and Rural Health Coronavirus Study (MRCS)” to assess the impact of COVID-19 on racial minorities and vulnerable communities. By collecting data to inform current response efforts and following participants to gauge long-term effects, this work not only helps combat the pandemic, but will also result in scientific observations for researchers to build upon long into the future.

The MRCS research partnership falls under Centene’s broader Communities Together in Health initiative. Communities Together in Health engages key healthcare stakeholders — including members, providers, community leaders, nonprofit organizations, tribal governments, and government officials — to recommend and implement evidence-based solutions and policies to further advance health equity across the country.

## CENTENE CENTER FOR HEALTH TRANSFORMATION

The Centene Center for Health Transformation is an innovative industry/academic research collaboration where pressing issues in healthcare inspire creative solutions that are tested by world-leading experts. The COVID-19 pandemic has amplified health disparities across the country. The Center and its research partners at Washington University in St. Louis and Duke University have been supporting staff as well as members to mitigate health inequities. In 2021, the Center conducted several studies exploring roots of vaccine hesitancy. The results from those studies are already being put into action, such as designing more effective outreach to help parents keep up with their children’s routine healthcare and creating targeted member messages that address concerns highlighted in our research and implement proven strategies from behavioral science.

*The Centene Center for Health Transformation conducted several studies exploring the roots of vaccine hesitancy. The results from those studies are already being put into action.*



## CENTENE HEALTH EQUITY AND WELLNESS COUNCIL

*Our Centene Health Equity and Wellness Council will further enhance Centene’s leadership and commitment to ensuring vulnerable populations have access to quality healthcare.*

Centene’s Health Equity and Wellness (CHEW) Council, composed of nationally recognized medical, nonprofit, and community leaders, works to advance health equity through inclusive policies and practices. In 2021, the CHEW Council identified three areas of focus: establishing behavioral health as primary care, strengthening vulnerable providers, and reducing infant mortality. The Council worked to establish health equity standards for the enterprise by creating a glossary of terms, operating guidance, and policy frameworks for Centene markets. It also supports the training, recruitment, and retention of diverse, culturally appropriate providers in rural and minority underserved regions.

## CENTENE NATIONAL DISABILITY ADVISORY COUNCIL

Established in 2014, the Centene National Disability Advisory Council (CNDAC) comprises national leaders in disability advocacy. CNDAC works on enterprise-wide recommendations and initiatives to advance disability inclusion in Centene’s workforce and product offerings in our healthcare solutions. CNDAC helped to facilitate implementation of the Provider Accessibility Initiatives and Barrier Removal Fund. Since its inception in 2017, the Barrier Removal Fund has distributed more than \$1,700,000 in grants to 200 providers across 12 states, impacting over 200,000 members. In addition, at CNDAC’s recommendation, work has been advanced to strengthen, create, promote, and embed emergency operating practices into member-centered health plans’ processes, which help members successfully deal with, live through, and survive emergencies.

*The Barrier Removal Fund has distributed more than \$1,700,000 in grants to 200 providers across 12 states, impacting over 200,000 members.*





*Centene sponsored a walk-up vaccine event in Ferguson, Missouri, featuring former St. Louis Rams player Aeneas Williams.*

### **CENTENE TRIBAL LIAISONS**

Five of our state health plans operate Tribal Liaison teams that coordinate with Native American communities and governments to address cultural, healthcare, and social services for tribal members. For example, at Arizona Complete Health, more than 9,500 members live in tribal communities, and our liaisons worked to deliver care to tribal members by developing culturally responsive materials and employing peer-to-peer training. Throughout the COVID-19 pandemic, both Arizona Complete Health and Wellcare North Carolina provided personal protective equipment supplies to healthcare partners and tribal first responders, as well as food, gift cards, and housing support to tribal communities.

### **VACCINE EDUCATION WITH PRO FOOTBALL HALL OF FAME**

Centene partnered with the Pro Football Hall of Fame on a series of public service announcements focused on increasing education around the COVID-19 vaccine. The campaign was designed to build confidence around vaccinations, with a particular focus on hesitant populations and communities of color.

Several local health plans, including Louisiana Healthcare Connections, SilverSummit, Sunshine Health Plan, and Superior HealthPlan, held in-person events with featured Hall of Famers to encourage vaccinations. Centene sponsored a walk-up vaccine event in Ferguson, Missouri, featuring former St. Louis Rams player Aeneas Williams.

These efforts built on initiatives to educate individuals about the COVID-19 vaccine and overcome vaccine hesitancy. Centene and its health plans reached out individually to members, especially those at high risk, to encourage them to get vaccinated. Health plans also arranged transportation where appropriate and provided assistance in scheduling appointments.



### **VALUABLE 500**

In May, Centene Chairman and CEO Michael Neidorff joined business leaders around the world to create The Valuable 500 — a global business collective of CEOs and organizations dedicated to disability inclusion. By becoming a member of The Valuable 500, Centene confirms its commitment to positive action that supports the 1.3 billion people living with disabilities worldwide.

*Centene confirms its commitment to positive action that supports the 1.3 billion people living with disabilities worldwide.*

# CENTENE'S 2022 COMMITMENTS TO INCLUSIVE POLICIES, PROCESSES AND PRACTICES

*At Centene, DEI is in our DNA. This isn't a catchphrase but a reflection of the depth of our commitment. As we continue to advance this long-standing commitment to diversity, equity, and inclusion, we consistently review and update our framework of inclusive policy, process and practice commitments to our workforce and communities.*



## BELOW YOU WILL FIND AREAS OF FOCUS FOR 2022:

### Hold Ourselves Accountable

We will continue to disclose the racial, ethnic and gender composition of our employee population. We will commit to maintain our focus on tracking and analyzing DEI data and utilizing it to inform business strategy and decision making, including the disclosure of candidate slate data. We will hold our leaders accountable for demonstrating cultural competency and a commitment to diversity, equity, and inclusion by setting the following targets for continued progress:

- › We will meet or exceed the Fortune 100 DEI Index and Employee Engagement score as measured through our employee engagement surveys.
- › All people leaders will have a DEI goal to measure impact as part of our annual performance review and overall total rewards process.

### Advance Underrepresented Talent

We will commit to continuing to grow the representation of women and people of color in our leadership ranks across the company with the following targets:

- › In hiring, 80% of our Director and above positions will meet or exceed our Diverse Candidate Slate requirements
- › 60% of Successors identified for Director+ positions will be women, with more than 55% representation by 2023
- › 35% of Successors identified for Director+ positions will be people of color, with more than 30% representation by 2023

We will continue to develop employees of color and women with dedicated programs, as well as create new programs such as Leaders Networks with the inaugural launch of our Black Leaders Network in 2022. We will also launch a diverse sponsorship program to accelerate representation in our leadership ranks. We will continue to invest in diversity, equity, and inclusion with the expansion of our Employee Inclusion Groups and business unit DEI councils to ensure that all employees have a place to engage, grow and drive innovation.

### Enhance DEI Learning and Allyship

We will create and curate DEI learning modules and playlists available via Centene University focused on enhancing cultural competency and inclusive leadership behaviors across our workforce, as well as other resources such as conversation guides. We will continue our enterprise-wide delivery of our history/heritage month and Real Talk programs to expand access to insightful and honest conversations about the rich cultural heritages represented within our workforce.

### Communicate

We will speak authentically and candidly to our workforce. We will clearly and transparently communicate updates on existing initiatives, programs, and resources to our employee population as well as any relevant stakeholders. We will ensure our diverse talent is broadly represented in our meetings, events, and communications. We will also seek input from our workforce on the development of new initiatives, programs and resources created in response to any identified areas of opportunity.

### Deepen Partnerships

We will continue to invest in and explore new partnerships with nonprofits, academic institutions and other organizations that directly connect to advancing quality outcomes and impact for our members and communities and strengthens our ability to recruit and develop diverse talent such as the National Urban League and its affiliates, Disability:IN, as well as Historically Black Colleges and Universities. We will deepen our partnerships with our Centene National Disability Advisory and Health Equity and Wellness councils, and organizations committed to addressing health disparities and ending systemic racism.

### Support Our Members and Communities

We will build on our community engagement programs by transitioning to a community impact model, empowering our teams to identify giving and volunteering opportunities in the communities where they and our members live and work. Such opportunities will directly connect with the mission of our organization and the needs of those members and communities.

**Hold Our Networks, Vendors & Partners Accountable:** We will require all our vendors, contractors, and other partners to demonstrate a commitment to diversity, equity, and inclusion consistent with our organizational commitment. We will continue to advance our supplier diversity strategy to meet the \$1B diverse spend goal by 2025. We will request reporting from our networks, contractors and partners on the scope of their DEI efforts and outcomes.

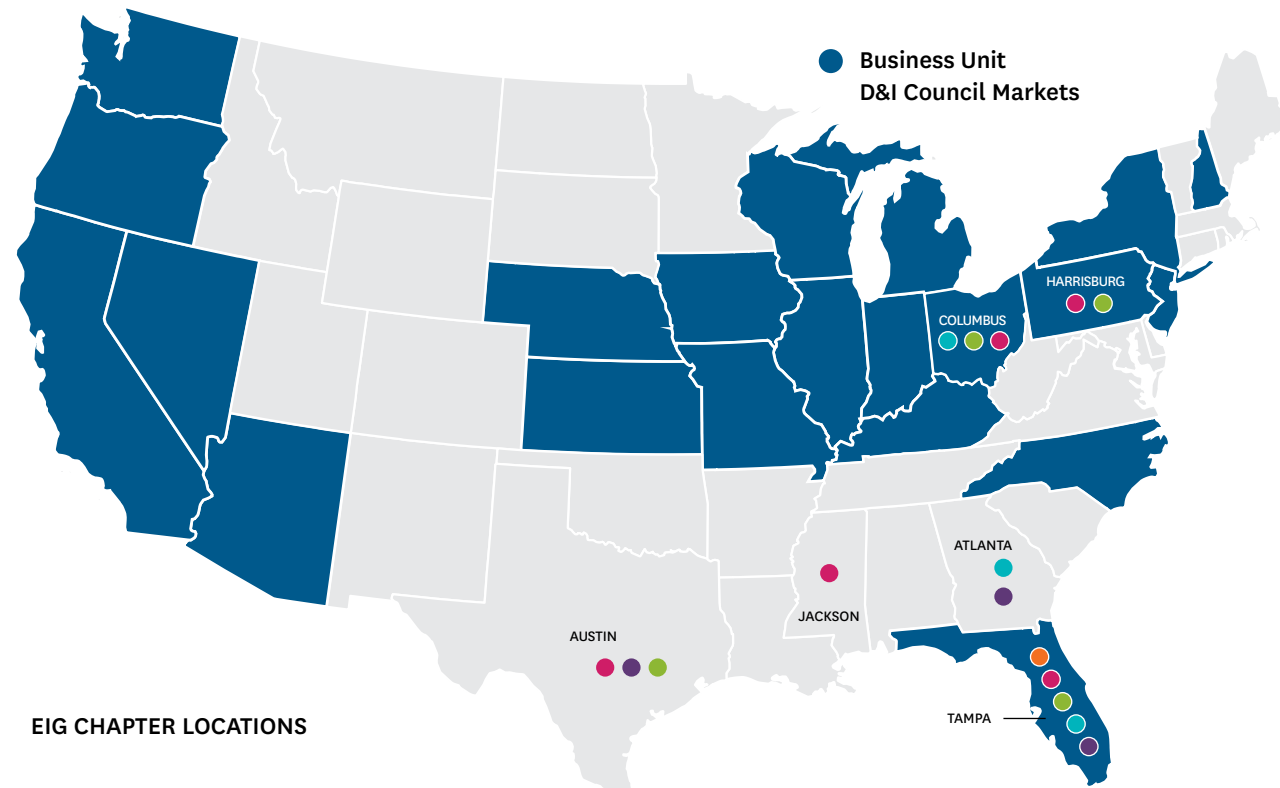
NATIONAL  
**EMPLOYER RECOGNITION**

*Centene is honored to be among top scorers in DiversityInc, the Human Rights Campaign Corporate Equality Index, and the Disability Equality Index. We will continually look for ways to evolve our culture so that we can empower employees to live authentically and thrive in the workplace.*



# APPENDIX

## 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
- **MOSAIC**  
Multicultural Network
- **cPRIDE**  
LGBTQ+ Network

Arizona Complete Health  
 Buckeye Health Plan  
 Carolina Complete Health  
 Centene Technologies  
 Coordinated Care – Washington  
 Fidelis – New York  
 Health Net of California/  
 California Health & Wellness  
 Home State Health Plan — Missouri  
 Iowa Complete Care  
 MHS Indiana  
 MHS Wisconsin

Meridian Health Plan — Illinois  
 Meridian Health Plan — Michigan  
 Nebraska Total Care  
 New Hampshire Healthy Families  
 Pennsylvania Health & Wellness  
 Silver Summit Health Plan — Nevada  
 Sunflower Health Plan — Kansas  
 Sunshine Health Plan — Florida  
 Trillium — Oregon  
 WellCare of Kentucky  
 WellCare of New Jersey  
 WellCare of North Carolina

## 2021 EXECUTIVE DEI COUNCIL

- |   |   |   |   |
|---|---|---|---|
| <p><b>Michael Neidorff</b><br/>                 (Executive Sponsor)<br/>                 Chairman, Chief Executive Officer</p> <p><b>Shannon Bagley</b><br/>                 (Ex Officio Member)<br/>                 Executive Vice President, Chief Administrative Officer</p> <p><b>Andi Gillentine</b><br/>                 (Chair)<br/>                 Chief Operating Officer, Fidelis</p> | <p><b>Sarah Baiocchi</b><br/>                 RVP, Operations &amp; Finance</p> <p><b>Sherman Card</b><br/>                 VP, Claims Operations</p> <p><b>Karen Johnson</b><br/>                 Medicare Officer, Health Net LLC<br/>                 California Health &amp; Wellness</p> <p><b>Masud Mahdi</b><br/>                 VP, Market Strategy &amp; Operations</p> | <p><b>Dr. Mary Mason</b><br/>                 Executive Director, Chief Medical Officer<br/>                 Centene Institute</p> <p><b>Chris Paterson</b><br/>                 Plan Chief Executive Officer<br/>                 Carolina Complete Health</p> <p><b>Wade Rakes</b><br/>                 Plan Chief Executive Officer<br/>                 Peach State Health Plan</p> | <p><b>Jaimee Robles</b><br/>                 RVP, Information Technology</p> <p><b>Cheyenne Ross</b><br/>                 VP, Compliance<br/>                 Arizona Complete Health</p> <p><b>Martha Santana-Chin</b><br/>                 Government Programs Officer<br/>                 Health Net LLC,<br/>                 California Health &amp; Wellness</p> |
|---|---|---|---|

## BUSINESS UNIT DEI COUNCILS

Our Business Unit DEI Councils support the execution of the enterprise DEI strategy at the business unit level by designing locally focused programs and initiatives for employees, members, providers, and communities. Council members meet regularly to discuss progress on initiatives and ways to strengthen our commitment to this inclusive culture. This year, we added four new DEI local business unit councils, bringing our total count to 24, and six more councils are in development for 2022.

Our local Employee Inclusion Group chapters create targeted professional development opportunities for the local workforce, as well as community engagement opportunities. In areas where both local councils and EIG chapters exist, the groups work in partnership to ensure alignment across all efforts.

**24**

**BUSINESS UNIT DEI COUNCILS ACROSS THE ENTERPRISE**

**6**

**NEW COUNCILS ARE UNDER DEVELOPMENT FOR 2022**



COMPID = L328810  
 U = L328810

**EQUAL EMPLOYMENT OPPORTUNITY**  
 2021 EMPLOYER INFORMATION REPORT EEO -1  
 Consolidated Report

**SECTION B- COMPANY IDENTIFICATION**

1. CENTENE MANAGEMENT COMPANY LLC  
  
 7700 FORSYTH BLVD  
 CLAYTON, MO 63105

2.a. CENTENE MANAGEMENT  
 COMPANY LLC  
  
 7700 FORSYTH BLVD  
 CLAYTON, MO 63105

C. EIN= 391864073

**SECTION C- TEST FOR FILING REQUIREMENT**

1-γ 2-γ 3-γ DUNS = 809245525

**SECTION E - ESTABLISHMENT INFORMATION**

NAICS: 524114 - Direct Health and Medical Insurance Carriers

*2021 data includes integrated companies only.*

**SECTION D- EMPLOYMENT DATA**

JOB CATEGORIES	Hispanic or Latino		Non-Hispanic or Latino												Overall Totals
			***** Male *****						***** Female *****						
	Male	Female	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian Or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	
Exec/Sr. Officials & Mgrs	17	8	257	11	0	23	0	8	173	15	0	13	0	3	528
First/Mid Officials & Mgrs	267	690	1785	247	12	293	9	41	2951	961	17	303	20	95	7691
Professionals	472	1277	3021	494	17	871	25	105	5526	1989	52	1043	41	245	15178
Technicians	14	30	22	3	1	13	0	3	71	26	5	52	10	11	261
Sales Workers	114	219	165	74	0	46	2	3	258	138	1	64	3	19	1106
Administrative Support	815	3569	1670	916	22	289	33	94	7897	6359	123	933	125	471	23316
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 & 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
<b>Total</b>	<b>1699</b>	<b>5793</b>	<b>6920</b>	<b>1745</b>	<b>52</b>	<b>1535</b>	<b>69</b>	<b>254</b>	<b>16876</b>	<b>9488</b>	<b>198</b>	<b>2408</b>	<b>199</b>	<b>844</b>	<b>48080</b>



**CENTENE**<sup>®</sup>  
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