

Tenet
cares



2013 SUSTAINABILITY REPORT

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MESSAGE FROM THE CEO

At Tenet Healthcare, we are in the business of caring for our patients, colleagues, environment and communities. Our focus includes maintaining the highest standards of business conduct; reducing our ecological footprint; providing safe workplaces; and delivering on our commitment to patients, physicians, investors and colleagues.

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COMPANY OVERVIEW

Tenet Healthcare Corporation is the nation's second largest investor-owned healthcare services company and is headquartered in Dallas, Texas.

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CARING FOR OUR PEOPLE

With more than 103,000 talented and compassionate colleagues across the country, our people impact lives everyday. To ensure we recruit the best of the best, we hire selectively, pay competitively, recognize achievements and offer opportunities to promote career growth.

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CARING FOR OUR PATIENTS

Patients place their trust in us during a vulnerable time. We are committed to honoring that trust by providing them with the highest quality care in the safest possible environment.

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Through active community involvement and volunteerism, our hospitals and colleagues work together to strengthen their communities by addressing underserved healthcare needs as responsible corporate citizens.

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With efforts to promote leaner energy, less waste, safer chemicals and healthier foods, we are mindful of our ecological footprint on the environment.

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We are proud to be consistently recognized for high-quality care and exceptional leadership.

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ABOUT THIS REPORT

This is Tenet's fourth report on sustainability and covers our performance during calendar year 2013.

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GRI INDEX

Tenet used the Global Reporting Initiative (GRI) G3.1 Guidelines to develop this report. GRI has confirmed that the report is fully compliant with its requirements for Level X reporting.

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MESSAGE FROM THE CEO

At Tenet Healthcare, our commitment to sustainability is driven by our mission to improve the health and wellbeing of the communities in which we live and work. Whether encouraging healthier food options in our cafeterias, investing in technologies that improve patient care, selecting socially responsible vendors, raising money for local charities or decreasing our energy consumption, we know that our efforts help to sustain our world for future generations.

2013 was a transformative year for our company with the acquisition of Vanguard Health. This exciting integration added 28 new hospitals, 36 outpatient centers, and five health plans, establishing Tenet as a leading provider of health care services in the United States. Our larger footprint makes our sustainability mission more compelling than ever. With over 100,000 colleagues who care for millions of patients and customers, we have a greater opportunity to improve our social, environmental and economic impact.

I am pleased to report that throughout 2013 we remained focused on our objectives to:

- **PROVIDE OUR PATIENTS WITH THE BEST POSSIBLE CARE IN THE SAFEST POSSIBLE ENVIRONMENT.** Improving the quality of life of every patient who enters our doors is our core mission. Last year, we launched a variety of initiatives to improve our level of care. By example, to address some of the common issues facing hospitals today, we rolled out "No Thing Left Behind" a highly-reliable, standardized surgical sponge counting system and a "Comprehensive Unit Based Safety Collaborative" (CUSP) to reduce central line associate blood steam infections. Additionally, our hospitals participated in a number of highly successful initiatives to reduce falls and decrease pressure ulcers.
- **HIRE SELECTIVELY, PAY COMPETITIVELY, RECOGNIZE ACHIEVEMENTS AND PROMOTE THE CAREER PROGRESSIONS OF OUR COLLEAGUES.** Tenet colleagues are the heart and mind of what we do and it is our privilege to invest in their futures. Last year, our people logged almost 2 million hours of online training in clinical, compliance and skill building. We facilitated new leadership development workshops focused on communication and change with our front-line leaders. We continued to invest in emerging talent by actively recruiting undergraduate and graduate students, as well as veterans.
- **DELIVER HIGH-QUALITY, COST-EFFECTIVE CARE TO OUR COMMUNITIES IN THE MOST CONVENIENT LOCATIONS, ADVOCATE FOR THEIR NEEDS AND BE MINDFUL OF OUR IMPACT ON THE ENVIRONMENT.** As we focus on the unmet and underserved needs of our communities, we provided \$703 million in care to the uninsured and underinsured.

We also launched an educational initiative called Path to Health to inform newly eligible individuals about their coverage options under the Affordable Care Act. This campaign continues to be a successful joint effort among our hospitals, Conifer Health Solutions and approximately 300 community partners, and I encourage you to learn more about it by visiting www.pathtohealth.com.

- **CREATE CONTINUED AND SUSTAINABLE VALUE FOR OUR SHAREHOLDERS.** We delivered a strong operational performance in 2013 despite a soft volume trend that impacted the entire industry. Our fourth quarter acquisition of Vanguard creates new opportunities for the company to provide high quality, cost effective care to millions of patients.

Lastly, we continued to drive sustainability through our commitment to strong community partnerships. Together, we focused on:

- **IMPROVING THE HEALTH OF ALL AMERICANS.** Our focus on healthy food continues to progress. In 2013, over half of our hospitals enhanced their nutritionally beneficial menu offerings, posted nutritional information on their entrees served and provided information on healthy eating in their dining rooms. We believe that this focus allows us not only to impact our patients but also family members and members of the community.

For the third year in a row, Tenet served as the presenting sponsor for the Clinton Foundation Health Matters Conference. This conference brings together thought leaders from across the country to discuss innovative ideas and solutions to improve our nation's health. Desert Regional Medical Center, a Tenet hospital, committed \$1.5 million over three years to dramatically decrease HIV in the Coachella Valley.

- **OPERATING IN A MORE ENVIRONMENTALLY SUSTAINABLE MANNER.** Our company wide initiative to track and monitor our energy usage continues to progress. During 2013, all of our legacy Tenet hospitals migrated to an electronic records management system for utility invoices. Data from this system will be used to develop a three-year energy plan that includes specific actions to target a 5% reduction in electrical costs.

We will also enhance our community outreach as it relates to our sustainability efforts. Last year, over half of our hospitals hosted a sustainability related community event such as a farmers market, cell phone recycling or medical disposal drive. In 2014, we expect to report that 100% of our hospitals participated in such an event.

Achieving true and meaningful sustainability is only possible through the hard work and dedication of everyone who works for Tenet, and I am incredibly grateful to all of our colleagues for their relentless focus on continually raising the bar. We look forward to pursuing challenging goals in our growing company, and reporting our progress in future reports.

Sincerely,



Trevor Fetter

PRESIDENT & CEO



COMPANY OVERVIEW



Our mission is to improve the quality of life of every patient who enters our doors. Our approach makes us unique and defines our future.

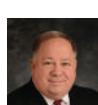
Our Governance

BOARD OF DIRECTORS

Tenet's corporate Board of Directors guides the overall philosophy and direction of the organization and reflects the company's national reach and perspective.

Each member is elected by our shareholders and stands for election annually. Our by-laws require that nominees must receive a majority of the votes cast in uncontested elections. The board is chaired by Ed Kangas, our non-executive chairman, and as of December 31, 2013, included Trevor Fetter, president and CEO, as well as eight independent directors who qualify as incumbents under the corporate governance standards of the New York Stock Exchange.

For additional information about our corporate governance structure and communicating with our board, please visit the Board of Directors page at TenetHealth.com.

- 
- ED KANGAS**
- Non-Executive Chairman
 - Retired Chairman and CEO, Deloitte Touche Tohmatsu
 - Elected to the board in April 2003
- 
- TREVOR FETTER**
- President & CEO, Tenet Healthcare Corporation
 - Elected to the board in September 2003
- 
- GOVERNOR JEB BUSH**
- Former Florida Governor
 - President, Jeb Bush and Associates
 - Elected to the board in April 2007
- 
- BRENDA J. GAINES**
- Retired President & CEO, Diners Club North America
 - Elected to the board in March 2005
- 
- KAREN M. GARRISON**
- Retired President, Pitney Bowes Business Services
 - Elected to the board in March 2005
- 
- SENATOR J. ROBERT KERREY**
- Former Nebraska Governor & U.S. Senator
 - Elected to the board in November 2012
- 
- RICHARD R. PETTINGILL**
- Retired President & CEO, Allina Hospitals and Clinics
 - Elected to the board in March 2004
- 
- RONALD A. RITTENMEYER**
- Chairman, President & CEO, Expert Global Solutions
 - Former Chairman, President & CEO, EDS Corporation
 - Elected to the board in June 2010
- 
- JAMES A. UNRUH**
- Principal, Alerion Capital Group
 - Former CEO, Unisys
 - Elected to the board in June 2004

The Acquisition of Vanguard Health Systems

On October 1, 2013, Tenet Healthcare and Vanguard Health Systems became one company with over 100,000 colleagues.

UNITED BY A COMMON PURPOSE

Both companies have been committed to providing high quality care to the communities we serve. We also complemented each other because we were leaders in the markets in which we operated and both management teams had shown the ability to grow their organizations through a complex period for the healthcare system. Together we have the resources and expertise to meet the healthcare challenges of the 21st century.

Together, our caregivers and hospitals are providing greater value and a wider range of services, from wellness to primary care to chronic care management, as well as urgent care, advanced diagnostics, outpatient surgery, rehabilitation, and our core service, acute hospital care. Our health plans are providing affordable coverage options for families and employers, and Conifer Health Solutions is helping hospitals, employers and health plans improve the efficiency of their operations and the health of the populations they serve.

OUR NEW Tenet Forward > Together

OUR NEW TENET

Becoming one company does not come without challenges. To initiate the integration, we launched the "Our New Tenet" campaign to welcome in the new colleagues and refresh the passion of our existing colleagues. This integration campaign included a new website, OurNewTenet.com, with resources and news updates that are accessible by everyone, Day-1 welcome celebration packages to all of our facilities so that they could celebrate the union of the two companies, and continued work to onboard and welcome our new colleagues into the Tenet family.

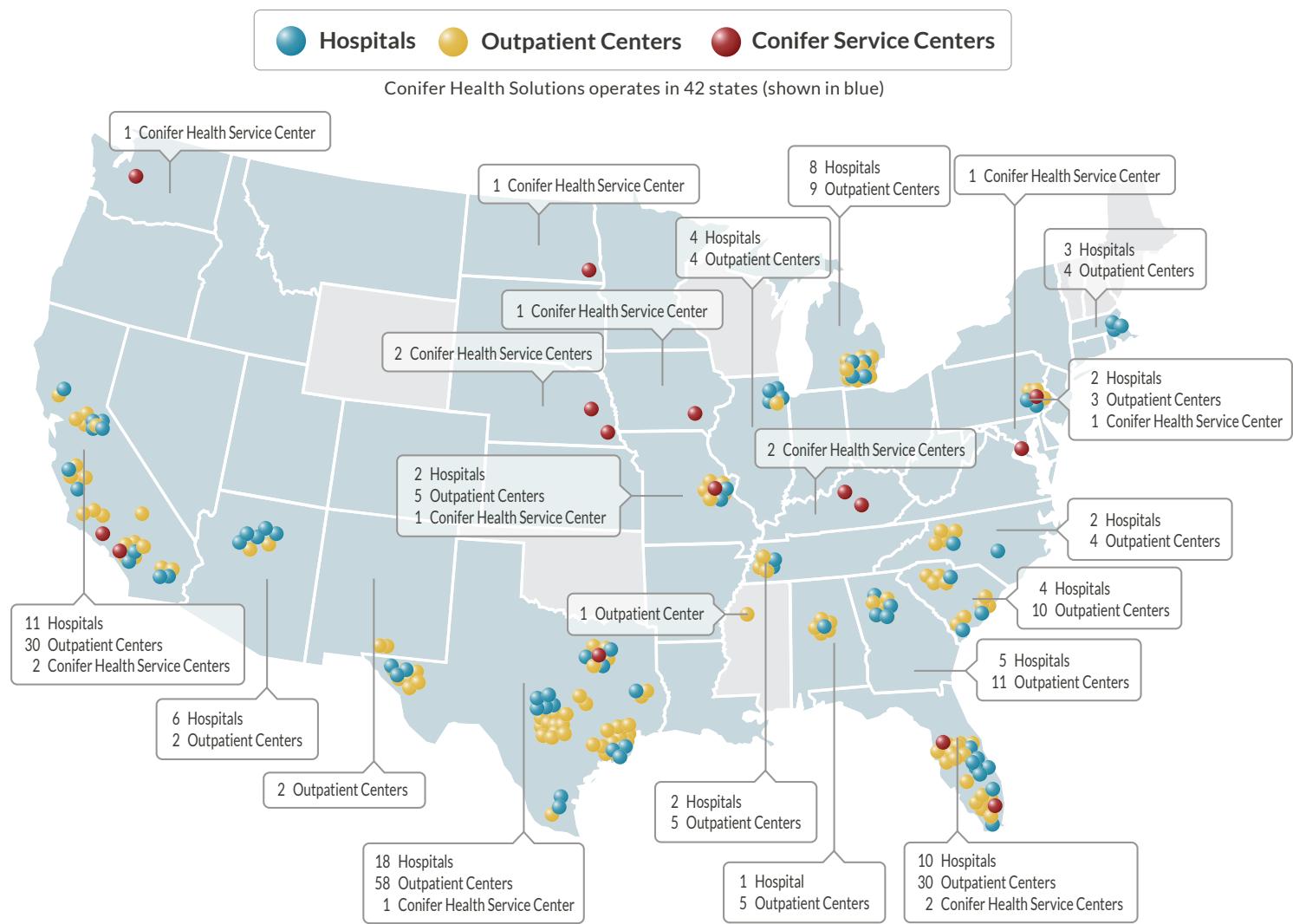
We chose the phrase "Our New Tenet" to convey our optimism about our future. We are now among the largest healthcare service providers in the country, operating in nearly every state. With this large breadth of care, we march forward as one as stewards of health, wellness and quality care.

PARAMETERS OF THIS REPORT

This report covers the calendar year of 2013. Considering that Vanguard Health Systems was part of Tenet for only the last quarter of 2013, all data in this report is reflective of Tenet prior to the Vanguard Acquisition, unless otherwise stated.

Our Markets & Regions

Tenet* operates healthcare facilities in nine markets and regions across the United States. Here is the representation of our facilities as of December 31, 2013.



*Includes Vanguard assets

Ethics & Compliance

Given the complex and constantly changing environment in which we operate, our mission and values are critical in providing us direction for decision making. Tenet has five corporate values that provide the overarching "tone" of the company.

OUR MISSION & VALUES

Our mission is to improve the quality of life of every patient who enters our doors. Our approach makes us unique and defines our future. As we seek to improve the quality of our patients' lives, to serve our communities, to provide an exceptional environment for our colleagues and affiliated physicians and provide an attractive return to our shareholders, we are guided by five core values. These values are the reasons our patients and physicians choose us, and we seek relationships with those who share them:

1

Quality

Quality is at the core of everything we do and every decision we make.

2

Integrity

We manage our business with integrity and the highest ethical standards.

3

Service

We have a culture of service that values teamwork and focuses on the needs of others.

4

Innovation

We support a culture of innovation that creates new solutions for our patients, physicians and employees.

5

Transparency

We operate with transparency by measuring our results and sharing them with others.

Marketing & Advertising Review

Tenet also has a stringent marketing and advertising review process to ensure our advertisements are factual and accurate. In support of our values of integrity and transparency, all advertising, marketing and promotional communications produced by or on behalf of the company or its subsidiaries are subject to our internal compliance review process known as MARS (Marketing and Advertising Review Service).

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QUALITY, COMPLIANCE & ETHICS

Our Quality, Compliance and Ethics Program Charter furthers our goals of fostering and maintaining the highest ethical standards among all of our colleagues, officers and directors, physicians practicing at Tenet facilities, and contractors that provide healthcare items or services. It supports and maintains our present and future responsibilities with regard to participation in federal healthcare programs, and upholds integrity as the foundation of our corporate philosophy.

Federal and state regulations prohibit certain business practices and relationships that might affect the provision of healthcare services payable under Medicare, Medicaid and other government programs. Tenet maintains policies and procedures concerning compliance with these and other statutes. Annual risk assessments are conducted by compliance officers at our acute care hospitals and at Conifer. In 2013, we identified and resolved 2,335 quality and compliance matters.

The reviews resulted in a range of actions such as self-reporting of compliance issues, operational and process improvements and disciplinary actions including education. In 2013, we did not have any business partners whose relationship we terminated due to compliance concerns and the company was not a party to any legal actions involving anti-competitive behavior, anti-trust or monopoly practices. Tenet's Quality, Compliance and Ethics Program Charter is available in the Ethics and Compliance section on TenetHealth.com.

Through our "See It. Say It. Fix It." philosophy, if a problem is identified, we "say it" by identifying it to others and then we "fix it." Doing the right thing means standing up for Tenet's values even when it's not convenient. When colleagues need guidance or want to report a concern, they may contact Tenet's Ethics Action Line (EAL) at 1-800 8ETHICS or Ethics@TenetHealth.com. Tenet colleagues are encouraged to call the EAL for advice and consultation about policies and ethical issues they may encounter; to report an activity that appears to be illegal or unethical; or to report inappropriate behavior in the workplace. The EAL is available 24 hours a day, 365 days a year. Callers may remain anonymous and those who choose to give their name will have their identity protected to the extent allowed by law.

In 2013, we provided ethics and compliance training to 81,946 individuals, or 99.95 percent of our workforce. Of these participants, 7,328 were supervisors or managers, and our managers had a training completion rate of 100 percent. Our 2013 training theme was "The Little Things That Matter," and we explored how seemingly little things can lead to overwhelmingly big things.

STANDARDS OF CONDUCT

The Standards of Conduct set the basic principles we must follow in order to earn and maintain the trust of those who have an interest in our company. Without exception, these Standards apply to every Tenet colleague as well as members of our governing boards and our corporate board of directors.



Our Businesses

The following businesses include assets from both Tenet Healthcare and Vanguard Health Systems.



ACUTE CARE HOSPITALS

With 77 hospitals across nine markets and regions, Tenet's range of care includes academic, community and specialty hospitals, serving the critical needs of our communities around the clock.

OUTPATIENT BUSINESSES

Tenet outpatient facilities include free-standing and provider-based diagnostic imaging centers, ambulatory surgery centers, and urgent care centers, as well as satellite emergency departments.

As of December 31, 2013, we operated 183 centers across the United States.

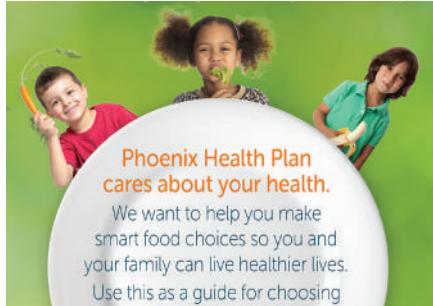
- **48 Ambulatory Surgery Centers**
- **90 Diagnostic Imaging Centers/IDTFs**
- **12 Satellite Emergency Departments**
- **33 Urgent Care Centers**

TENET PHYSICIAN RESOURCES

Tenet's physician services group works to align the company with one of our most important constituents — our physicians.

Tenet Physician Resources (TPR) provides three primary services:

- **Physician Recruiting**
- **Physician Practice Management**
- **Physician Alignment**



CONIFER HEALTH SOLUTIONS

Conifer was launched in 2008 as a subsidiary of Tenet. Over the past five years, it has grown to over 11,000 colleagues, servicing over 700 clients in over 40 states.

Conifer serves over 700 clients and processes \$25 billion of patient revenue annually. The business completed a transformational event in 2012, when it formed a partnership with Catholic Health Initiative.

Today, Conifer offers three primary service lines:

- **Revenue Cycle Solutions**
- **Patient Access & Communication**
- **Value Based Care**

HEALTH PLANS

With the addition of five Vanguard health plans, Tenet's now six health plans complement Tenet's healthcare offerings in its markets. These plans are viewed as a growth and diversification business of Tenet. Today, Tenet's Arizona Healthcare Management Company provides back office services to most of the plans. Tenet's health plans are:

- **Phoenix Health Plan (AZ):** Managed Medicaid plan serving Maricopa County (Phoenix) founded in 1983
- **Phoenix Health Plans (AZ):** Medicare Advantage plan serving eight Arizona counties; founded in 2006
- **Harbor Health Plan (MI):** Managed Medicaid plan licensed in Wayne County
- **Chicago Health Plan (IL):** Medicare ACO, TPA, Clinically Integrated Network, and Risk MSO
- **Valley Baptist Health Plans (TX):** PMO, PPO, and self-funded commercial plans serving Texas Valley with planned expansion to San Antonio and New Braunsfels, and the El Paso market
- **Golden State Medicare Health Plan (CA):** Medicare plan in Fountain Valley and San Luis Obispo markets

2013 Performance

As of December 31, 2013, we primarily operated 77 hospitals, 183 outpatient centers, six health plans, six accountable care networks and Conifer Health Solutions, which provides business process solutions to more than 700 hospital and other clients nationwide.

On October 1, 2013, we completed an acquisition of Vanguard Health Systems, an investor-owned hospital company whose operations complemented our existing business. Through this acquisition, we significantly increased our scale, became more geographically diverse, and expanded the services we are now able to offer.

Additionally, we purchased the following businesses:

- **11 ambulatory surgery centers** (one of which we had previously held a non-controlling interest)
- **An urgent care center**
- **A provider network based in Southern California** (includes contracted independent physicians, ancillary providers and hospitals)
- **A medical office building**
- **Various physician practice entities**

For 2014, we intend to continue to expand our breadth of care, thus increasing our inpatient volumes and revenues, while maintaining a focus on revenue cycle management, outpatient services and managed care.



KEY STATISTICS	2013*	2012	2011
Hospitals	77	49	50
Licensed Beds	20,293	13,216	13,453
Inpatient Admissions	558,726	506,485	507,834
Outpatient Centers	183	117	98
Outpatient Visits	5,074,606	4,167,114	3,954,016
Employees	103,711	59,164	57,705
FINANCIAL SUMMARY (\$ Millions)	2013*	2012	2011
Net Operating Revenues After Provision for Doubtful Accounts	11,102	9,119	8,654
Adjusted EBITDA	1,342	1,203	1,126
Total Assets	16,130	9,044	8,462
Net Debt	12,690	5,158	4,247
Total Equity	878	1,218	1,492

* 2013 statistics include Vanugard Health Systems for the period owned by Tenet Healthcare

Our Stakeholders



PATIENTS & THEIR FAMILIES

It is our responsibility to provide high-quality, cost effective medical care.

- Feedback through various channels
- Patient satisfaction surveys
- Patient focus groups
- Health screenings and support groups



COLLEAGUES

It is our responsibility to provide fair compensation, a safe workplace and a culture that promotes good values and high standards of conduct.

- Colleague orientation and training
- Annual performance reviews and merit programs
- Colleague engagement survey
- Care Fund and wellness programs
- Colleague committees



SHAREHOLDERS

It is our responsibility to create financial value and operate the business according to strategies and practices that are sustainable.

- Quarterly earnings calls
- Investor conferences and periodic webinars
- Press releases
- Annual shareholder meeting
- SEC filings



SUPPLIERS

It is our responsibility to conduct ethical business relationships for mutual benefit.

- Day-to-day business transactions
- Ongoing discussions regarding opportunities to improve the business relationships



HEALTHCARE SERVICES CLIENTS

It is our responsibility to transform healthcare by enhancing the patient experience, supporting financial improvement and driving value-based performance.

- Patient communication solutions
- Revenue cycle management offerings
- Value-based care support



PHYSICIANS

It is our responsibility to provide a safe environment for care, access to technology and strategic alignment opportunities.

- Physician leadership groups
- Regional and hospital chief medical officers
- Physician satisfaction surveys
- Physician relationship managers



COMMUNITIES WE SERVE

It is our responsibility to promote citizenship and volunteerism, patient advocacy, environmental stewardship and participation in local partnerships to improve the healthcare system.

- Hospital governing boards
- Health fairs, education seminars
- Sponsorship of and contribution to numerous charity events and civic organizations
- Participation in civic organizations



ELECTED OFFICIALS & REGULATORY AGENCIES

It is our responsibility to comply with existing laws and regulations and to participate in the dialogue regarding changes to those laws and regulations.

- Regular communications with legislators and regulatory officials on key policy issues
- Participation in industry conferences and roundtables
- Membership in industry associations

COMMERCIAL PAYERS

It is our responsibility to enter into market-based negotiations in a fair and transparent manner, collaborate in new payment models and manage the day-to-day issues.

- Ongoing negotiations with commercial payers in all of our markets
- Escalation groups for billing dispute resolution

FEDERAL & STATE HEALTHCARE PROGRAMS

It is our responsibility to comply with government program requirements and to provide quality care to beneficiaries.

- Policies and procedures that fall under our Quality, Compliance and Ethics Program
- Compliance with regulatory reporting to federal Medicare and state Medicaid programs

CARING FOR OUR PEOPLE



In 2013, we welcomed over 40,000 new colleagues with the acquisition of Vanguard Health Systems, growing our company to over 100,000 colleagues.

Quality People with Exceptional Talent

We know that it takes a special kind of person dedicated to high quality care and improving the lives of others to work in our business. Tenet strives to attract and retain these exceptional people as our colleagues, community and family.

Each one of our colleagues contributes to our high quality patient care mission. We recognize that a commitment to mutual respect of a professional workforce is essential in achieving our mission. Tenet's Commitment to People addresses this head-on with the commitment of the company that every Tenet colleague:

- **Fits their position**
- **Knows what is expected**
- **Is recognized and rewarded**
- **Gives and receives timely feedback**
- **Grow and learns**

Core People Principles

Tenet believes in a diverse and inclusive environment, one that is grounded in our dedication to the well-being of all people and one that adapts to serve the needs of every person who joins our team.

Respecting, nurturing and encouraging diversity of thought, background and experience contributes to positive colleague work environments that result in exceptional patient care. As a community-based healthcare provider, it is imperative that our colleagues reflect the diversity of the communities we serve. A strong commitment to equal employment opportunity is a sound business practice and we base employment decisions

on merit, qualifications, and abilities and most importantly, an alignment with our values. This approach is formalized in the company's equal employment opportunity policy.

We encourage our colleagues to speak openly and directly with their supervisor as well as each other. Our Open Door & Fair Treatment Policy encourages colleagues to openly express their concerns through informal communication and provides a mechanism for resolving concerns or disputes without retribution. Inherent in this policy is our expectation that supervisors and colleagues proactively engage in open and direct communication in order to quickly address issues, share ideas and recognize opportunities for improving individual as well as organizational performance.

We formally evaluate the performance of all colleagues annually, consistent with company policy, professional standards and regulatory requirements. Evaluation criteria include job duties as outlined in the colleague's job description and for management level colleagues, the achievement of company and facility strategic goals.

Most recently, the acquisition of Vanguard Health Systems has tested these principles, and Tenet has risen to the occasion, working to thoughtfully blend two separate, albeit similar cultures into one cohesive "New Tenet" culture.

Hialeah Hospital — Hialeah, FL



**Eric Evans, Providence
Memorial Hospital & Sierra
Medical Center, Market
Chief Executive Officer**

Eric Evans joined Tenet Healthcare in 2004 as an associate in Tenet's MBA Leadership Program. Upon completion of the program, he became the business development director of Tenet's Lake Pointe Health Network (LPHN) in Rowlett, Texas.

Eric currently serves as market chief executive officer for Providence Memorial Hospital and Sierra Medical Center in El Paso, Texas, a position he was appointed to in September 2012.

Eric received his Bachelor of Science degree in industrial management from Purdue University, and his Master's degree in business administration from Harvard Business School.



Talent Development & Recruiting

With over 100,000 colleagues, we understand the continued importance of cultivating the talents of our people, and through various programs and online education opportunities we encourage the professional development and personal growth of our colleagues. This growth and development is felt across the entire organization allowing Tenet to progress and excel in the healthcare industry.

We invest in all of our colleagues' skill advancement and offer voluntary online skills courses to assist in their lives in and out of work. In 2013, our colleagues logged almost 2 million hours of online training in the clinical, compliance and skills building areas.

In addition, we focus on developing leaders. Here are some of these programs.

MBA LEADERSHIP PROGRAM

Tenet recruits from the top MBA programs in the country, seeking out future leaders who want a career in hospital administration.

Once accepted to the program, a candidate participates in orientation, training and immersion that spans approximately 12 to 18 months. At the end of the program, successful candidates are expected to ascend to hospital leadership roles in the company.

MHA RESIDENCY PROGRAM

The MHA Residency Program prepares future Tenet hospital administrators. Most candidates are officially fulfilling a residency requirement for formal graduation for an accredited MHA degree program. Candidates are selected from the top MHA programs and given the opportunity to gain an orientation to hospital leadership and operations, information systems and data resources with an overall understanding of the hospital business planning and execution process.

The MHA Residency Program also accommodates post-graduate candidates. These candidates are given the opportunity after formal graduation to apply their healthcare education in the acute care administrative setting.

VETERAN LEADERSHIP DEVELOPMENT

People who have volunteered to serve our country possess many of the success traits of healthcare leaders — a strong conviction to do the right thing, a respect of processes, protocols and standards and a willingness to make personal sacrifices to help a fellow human. Veterans have the compassion, drive and leadership that we look for in our colleagues. We are committed to our veterans as we are committed to our patients and to smart business.

Tenet attends local and national career fairs, and leverages referrals to identify and attract veterans to Tenet.



COLLEGE ROTATION PROGRAM

The College Rotation Program began early in 2013 with the goal of developing recent graduates of top tier universities into high potential professionals. The first class of candidates began in the late spring; and we plan to add a new class every year.

The curriculum consists of a 9-12 month placement in departments, rotating through three different departments in approximately 2-3 years. The program is designed to create core competencies within the candidates that will prepare them for a career in our corporate healthcare community.

TENET LEADERSHIP ACADEMY

Formerly a program from Vanguard Health Systems, the Tenet Leadership Academy is a 15-month senior leader development program that brings together a small class of high-potential clinicians (including nurses and physicians), administrators, and home office functions with the objective to develop these leaders for increased responsibility and promotions. This program has been integrated into our leadership development culture, and curriculum includes significant senior leadership networking, professional training, and the design and delivery of a strategically relevant Region- or Market-specific team project.

Prospective candidates are nominated by Region and Market leadership teams in the fall based on criteria including their current performance, readiness for C-level roles, predictive leadership assessment results, and future career aspirations. Candidates must also commit to remain employed with Tenet for three years post-program graduation.

"Tenet is a values-driven organization that continues to fulfill my professional desires."

— Mark Lisa, Twin Cities Community Hospital, CEO

As a Navy Hospital Corpsman, and later as a Medical Service Corps Officer, Mark enjoyed being part of a team of professionals dedicated to a goal that was bigger than any individual. Now as a Tenet Healthcare hospital CEO, he sets strategic vision, leading an outstanding team of professionals in the attainment of numerous goals in a dynamic and challenging environment.

TENET EDUCATIONAL NETWORK (.edu)

The Tenet Educational Network, .edu, is our portal on eTenet.com, Tenet's intranet site that offers hundreds of online courses to enhance colleague growth and development. Colleagues can go here to attend mandatory training or simply for leisurely learning. At Tenet we want to make sure that our people have every opportunity to grow and develop professionally so that our colleagues continue to be the best of the best. In 2013, Tenet colleagues had over 1.5 million course completions, and earned more than 271,000 credits in continuing education.

Additionally, we implement and oversee various national education and training programs that help our caregivers to ultimately improve our patient outcomes. Some examples include:

- Tenet's CME Program
- Tenet's Resusitation Program
- Tenet's Achieving Competency in Cardiac Monitoring

SCHOOL FOR HEALTH PROFESSIONS

The Baptist School of Health Professionals is located in our new San Antonio market that was added through the Vanguard acquisition. Founded over 100 years ago as a nursing school, the school has become a large nursing and healthcare services school with approximately 450 students.

The school offers associate degrees in nursing and allied health roles (e.g., surgical/OR techs, radiologic tech, CT tech, sonographers, vascular tech, vocational nursing).

Recently the school introduced a RN to BSN program, including an on-line program for associate RNs wanting to pursue their BSN. The school also offers an on-line BS /healthcare management program and a Dietetic Internship that prepares participants to take and pass the examination to become Registered Dietitians.



School of Health Professions – San Antonio, TX

Peer & Affinity Groups

We acquire, develop, and inspire our leaders in a variety of ways — peer and affinity groups, where like-minded people can create a community to share practices and ideas; performance management that provides feedback and links to our performance based compensation programs; and leadership development programs.

TENET CEO COUNCIL

The TCC is a group of CEOs who participate in prioritization of the design, implementation, and effectiveness of company-wide initiatives and programs. Currently, the council consists of 20 CEOs, serving a 12 or 18 month term. TCC holds in-person meetings three times a year, with additional conference calls as necessary.

COO ADVISORY COUNCIL

The COO Advisory Council is composed of 8–10 COOs with representation from across our company.

Each of these COO Advisory Council members assists in creating/facilitating subcommittee work groups, focusing on creating standardized initiatives and identifying and sharing best practices on key metric improvements.

NURSE EXECUTIVE COUNCIL

The Nurse Executive Council provides guidance for nursing leadership and clinical practice based on overall Tenet goals, priorities and strategies. This council is responsible for the Tenet Shared Governance model and structure. The Nurse Executive Council defines and implements the vision and purpose of Nursing Shared Governance, which includes differentiation from multidisciplinary committees. This council also ensures that the Nursing Shared Governance model adheres to the evidence based principles of Shared Governance, and is founded on the cornerstones of partnership, equity, accountability and ownership to support clinical practice, providing a foundation for both Magnet and Pathway environments and designations.

HR LEADER ADVISORY BOARD

The HR Leader Advisory Board provides direction and insights on HR issues, plans/programs and strategic initiatives that affect the hospital operations. They provide input to the topics included in the HR monthly call that is open to all HR professionals at Tenet. The HR Leader Advisory Board is comprised of HR leaders from each region/market, and HR leaders from the home office. The group meets monthly.

SUSTAINABILITY ADVISORY COUNCIL

The Sustainability Advisory Council shares the best practices across the regions, develops toolkits for the hospitals to use and identify vendor products/services that can be utilized to achieve our company goals. Sustainability champions in each of our acute care hospitals work within their facilities to drive sustainability initiatives at the local level. Quarterly webcasts are held for all Home Office and hospital leaders to share information across the organization.

Tenet formally established a sustainability governance structure in early 2012 consisting of Home Office and hospital leaders who establish and prioritize the company's sustainability agenda.

Answering the Call



At Tenet, we know the importance of listening to the needs of our colleagues. We send out an annual survey to our colleagues to gain knowledge on trends pertaining to engagement, risk, performance excellence, turnover, culture of patient safety, and patient/customer satisfaction, all factors that impact our ability to deliver exceptional patient care.

The 2013 Annual Survey was conducted from May 20–June 16, 2013 with participation from 39 hospitals, 34 Outpatient Services Centers, Home Office, Conifer, Tenet Florida Physician Services and the Tenet Service Center. Seventy percent of our people provided valuable information about their needs and desires regarding their engagement and work situation at Tenet, a two percentage point increase in participation over the past two years.

Overall, Tenet's pulse survey reflected stability in our engagement — no significant improvements, no significant declines. This steady trend continues, similar to what we see in the healthcare and general industry benchmarks.

To realize the improvement and positive change from our colleague survey, we work to translate survey data into action and implement associated strategies and tactics. Each hospital and operating unit develops an action plan and implementation strategy that addresses colleague concerns and issues, leveraging best practices while balancing priorities. We ask each of our hospitals and entities to understand their results, establish priorities, communicate those results and priorities, generate recommendations, develop action plans and monitor progress.

Benefits & Compensation

Benefits are an important part of our commitment to our colleagues. Tenet offers a benefits package with a choice that is flexible and focused to meet the needs of all eligible colleagues and their family members or domestic partners.

Full-time colleagues and part-time colleagues who work 24 or more hours a week qualify for the following:

- **Comprehensive Medical/Dental/Vision Plans**
- **401(k) Retirement Plan**
- **Life and Accidental Death & Dismemberment Insurance**
- **Business Travel Insurance**
- **Prepaid Legal Assistance**
- **Employee Stock Purchase Plan**
- **Reimbursement Accounts**

Full-time colleagues are also eligible for:

- **Basic Employee Life Insurance**
- **Basic Personal Accident Insurance**
- **Disability Plan**
- **Long-Term Care**

401(k) & HEALTH SAVINGS PLAN

Helping our colleagues save for retirement contributes to their long-term financial health. Tenet's 401(k) plan holds investments of over \$3.1 billion. At the end of 2013, 60.7 percent of our eligible colleagues participated in the plan and made investment choices from a number of available investment funds. The company also makes a matching contribution for each participant in support of their future. In 2013, this match totaled \$35.9 million for the plan year 2012.

In addition, over 25,220 colleagues have health savings accounts, which can be used to save for future medical costs. Tenet's commitment continues through education events and online tools for our colleagues to build their financial acumen and help them plan for retirement.

COMPENSATION

Tenet's compensation philosophy is to provide market-competitive pay while rewarding colleagues for strong individual and company performance. Our compensation packages include base salary and may include incentive pay, such as cash bonuses or stock-based compensation. Tenet recognizes that central to our mission of providing quality patient care is our ability to provide colleagues with a rewarding place to work and impact the communities we serve.

PENSIONS

We maintain one active and two frozen non-qualified defined benefit pension plans that provide supplemental retirement benefits to certain current and former executives. For more information, see Tenet's Form 10-K.

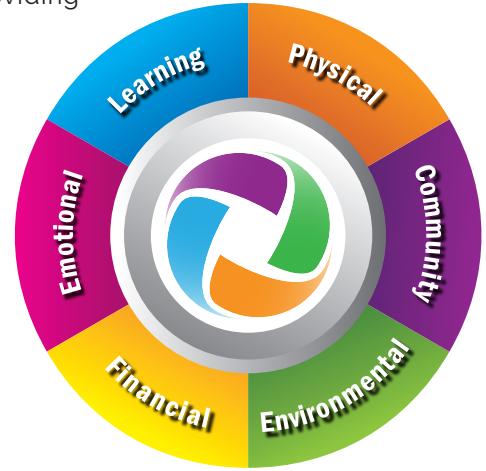


Valley Baptist Health System – Harlingen, TX

Tenet Total Wellness

At Tenet, we believe that wellness is the active process of becoming aware of and learning to make healthy choices that lead toward a longer, more successful life. The Tenet Total Wellness program encourages our colleagues and their families to strive to achieve a healthier lifestyle by providing information, encouragement, and financial incentives.

Through our HealthyatTenet website, participants are rewarded when they are healthy or making an effort to improve their health. All of our colleagues are encouraged to complete annual biometric screening — if their measure are within healthy ranges they earn the incentives, if their measure fall outside the healthy ranges they can still earn the incentive if they show improvement or if they engage with a health coach. In addition to encouraging improvement in physical health by offering a Health Incentive, the Tenet Total Wellness program also offers a variety of challenges, seminars and resources throughout the year that promote the six dimensions of wellness — community, environment, learning, financial, physical, and emotional.



At Tenet, we are committed to providing our colleagues with tools, resource and engaging programs to encourage a healthy, well-balanced life.

The healthy ranges measured are as follows:

- **Blood Pressure** — Between 90/60 and 130/85
- **Total Cholesterol** — Less than 200
- **Body Mass Index (BMI)** — Between 18.5 and 24.9
- **Tobacco free**

2013 STATISTICS OVERVIEW:

14,519

colleagues & spouses completed
biometric screenings

24,155

colleagues & spouses completed the
online health assessment

9,964

completed biometric screenings
sponsored by or offered at
a Tenet facility

28,224

colleagues & spouses participated in
our **2013 Wellness Program**



Resolute Health — New Braunfels, TX

TENET IS NAMED A FIT-FRIENDLY COMPANY BY THE AHA

Tenet has been recognized as a Platinum Level recipient of the American Heart Association's Fit-Friendly Program for the second year in a row. In addition, many of our hospitals were recognized as Gold recipients.

The Fit-Friendly Company program is a catalyst for positive change in American business. Companies throughout the nation can be part of the initiative by demonstrating progressive leadership by making the health and wellness of their colleagues a priority.

Fit-Friendly Companies reach Gold Level status by implementing various activities and programs to encourage physical activity, nutrition and culture enhancements such as on-site walking routes, healthy food choices in cafeterias and vending machines, annual colleague health risk assessments and online tracking tools. Companies that achieve Platinum recognition — the highest tier — take the program a step further by measuring the outcomes of their wellness efforts.

Tenet CareFund



The Tenet Care Fund (or The Care Fund) is a 501(c) (3) public charity that provides assistance to our colleagues who've been affected by hardship due to an event beyond their control. The Care Fund is the heart of Tenet and supports our colleagues by

providing emergency information, referrals and/or financial grants to help pay for essential living expenses, such as housing, utilities, food, clothing and other basic necessities.

We have chosen to be a public charity rather than a private foundation because certain federal tax laws prevent a private foundation from giving grants to colleagues, other than in times of a declared natural disaster.

As a public charity, a significant amount of donations must come from sources outside of the corporation. Tenet colleagues can make tax-deductible donations to The Care Fund, and The Care Fund can subsequently make tax-free grants to qualifying colleagues.

Since 2010, a total of more than \$1 million has been granted to more than 600 colleagues dealing with severe financial hardships. In 2013 alone, the Care Fund gave out over \$240,000 in grants to over 135 colleagues company-wide.

Tenet Heroes

The Tenet Heroes program is our company-wide recognition program, honoring colleagues who perform extraordinary services for patients and their families, peers and communities.

In 2013, we celebrated 99 individuals who demonstrated a high level of skills, our Tenet values, along with strength, selflessness and compassion. Eleven of the 99 colleagues were inducted into the Tenet Heroes Hall of Fame.

Tenet Heroes and Tenet Heroes Hall of Fame inductees are honored at our annual Strategy Conference and at their hospitals during National Hospital Week.



TENET HERO SPOTLIGHT

Mary Prokop, R.N.

REGISTERED NURSE, ST. MARY'S MEDICAL CENTER

When Mary Prokop, R.N., changed her career from interior designer to oncology nurse, she changed not only her own life, but countless others as well. Mary's daughter, Kate, had been diagnosed with leukemia and was treated by the pediatric oncologists at Palm Beach Children's Hospital at St. Mary's Medical Center. Mary remembers the sleepless nights in the oncology unit with her daughter. But Mary was so touched by the kindness of those who treated her that she returned to school to become a registered nurse.

After earning her degree, Mary became a nurse at the same hospital and on the same unit where her daughter received care. She now works side-by-side with the physicians who helped save her daughter's life. She has drawn from her own experiences to be that special nurse who not only helps to medically treat a patient, but can be that support system as someone who has gone through the process.

Mary is involved with CureSearch for Children's Cancer, a not for profit organization that funds and supports children's cancer research. In 2011 and 2012, she was the chairperson for the fundraising walks, helping raise more than \$100,000.

Mary's has taken all the courses to become certified by the Association of Pediatric Hematology/Oncology Nurses and is currently pursuing her BSN and working towards becoming a Certified Research Assistant. Because quality of patient care is so important to her as well, Mary joined the Pediatric Shared Governance Committee and the Pediatric Strategic Committee. Mary's compassion makes her a true Tenet Hero.

Key People Stats & Demographic Information

These figures are reflective of Tenet prior to the Vanguard acquisition for the calendar year of 2013. Once data is fully integrated from the Vanguard acquisition, complete data will be available in future reports.

	ALL COLLEAGUES	MANAGERS & ABOVE	CORPORATE HOSPITAL OFFICERS	BOARD OF DIRECTORS
Population	65,366	6,194	299	9
Ethnic Minority	46%	30%	21%	11%
Women	80%	72%	47%	22%
Less than Age 30	16%	3%	2%	0%
Age 30 to 49	49%	49%	42%	0%
Age 50 and Up	35%	48%	56%	100%

DEMOGRAPHICS	2013	2012	2011
Total Employees	65,366	59,164	57,705
% Part-Time	22%	24%	24%
% Represented by Labor Unions	27%	29%	25%

RECRUITING	2013	2012	2011
New Hires Total	11,384	10,234	9,095
New Hires RNs	3,484	3,645	3,375
% Overall Turnover	16%	15%	14%

WORKPLACE SAFETY	2013	2012	2011
Recordable Incident Rate	5.2	5.4	5.7
Occupational Disease Rate	0.6	0.6	0.4
Lost Days Rate	1.4	1.2	1.3
Work-Related Fatalities	0.0	1.0	0.0

CARING FOR OUR PATIENTS



At Tenet, we are a company of caregivers, delivering quality care to our patients, their families and our communities.

Commitment to Quality in Action

Our Commitment to Quality honors the trust that our patients and communities place in our hospitals, outpatient centers, physician practices and other care facilities each day.

It is our commitment that we will work together to continuously improve the quality, safety, service and outcomes of the care and services that we provide. The Commitment to Quality pledge below describes the standards that guide each of us in the delivery of care to our patients.

To encourage the continued improvement in best practices and quality care, the government and payers have aligned financial reimbursements and penalties with a variety of quality measures. We believe that publicly-accessible data empowers our patients and the community, and gives them the knowledge they need to make the best choices when it comes to their healthcare. The implementation of the Affordable Care Act brings increased options to patients as far as where they receive care, so it is more important than ever than Tenet is a competitive healthcare provider, maintaining our focus on improving safety, clinical outcomes and the patient experience.



At Tenet, we strive to maintain the best possible practices to ensure that our data reflects our continued commitment to create extraordinary patient experiences. To view Tenet's current stats, visit the Medicare.gov Hospital Compare website.

Safety & Outcomes

At Tenet, when a patient walks through our doors, our main concerns are their safety while they are in our care and the outcomes of that care. Numerous programs have been put into place to ensure that our colleagues are doing whatever it takes to deliver quality care in a safe manner, resulting in the best and most efficient outcomes possible.

REDUCTIONS IN RETAINED SURGICAL ITEMS INITIATIVE

In 2013, Tenet teamed with a national expert on retained surgical item prevention and created a retained surgical item program for Tenet with phase one interventions focused on reduction of retained surgical sponges. For a rolling four quarters, 2012 to 2013, retained surgical items of any type were reduced 25% and retained sponge cases were reduced 57%. The program also targets reduction of waste in the number and type of sponges used during a patient procedure. In 2014 the program will be expanded to the new Tenet facilities and will focus on reduction of retained guidewires and other types of retained surgical packing events.

COMPREHENSIVE UNIT BASED SAFETY PROGRAM (CUSP)

In 2013 the CUSP collaborative targeted at reduction of central line associated blood stream infections (CLABSI). Forty-two hospitals participated in the six month long collaborative focusing on reducing these infections in at least one Intensive Care Unit. In 2014, we are expanding the collaborative to include all Intensive Care Units and will be opening the project to the new Tenet facilities. A focus group of facilities will also be applying principals learned in the CUSP collaborative to reduce Catheter Associated Urinary Tract Infections (CAUTI) in their facilities. This program enlists point of care staff in changing practice at the bedside to reduce these events.

Baptist Health System – San Antonio, TX



REDUCTION IN HOSPITAL ACQUIRED CONDITIONS

- **Falls** — In 2013, programming focused on improving the reliability of interventions for the high risk fall patient. Total falls were reduced 6% with falls with any level of injury reduced 13% for a rolling four quarters, 2012 to 2013. In 2014, focus will be on refining interventions for the high risk patient as well as a pilot program for an electronic guardrails product in the central region.
- **Pressure Ulcers** — Our company wide initiatives have focused on high reliability approaches transforming care to prevention, process measures, adoption of leading practice outcomes and innovation. These include standardized assessment, risk stratification and concurrent process adherence. In 2013, pressure ulcers (all stages hospital acquired) were reduced by 19% from calendar year 2012–2013. In 2014, the Wound Champion Group will be implementing a linen reduction program, Right Linen, Right Patient, which will further increase pressure ulcer reductions.

Patient Experience

In the healthcare industry, the focus on service, including the entire patient experience, has become more evident. Our customers can choose where they receive care, and we want one of Tenet's hospitals to be their hospital of choice. We aspire for all patients to have a positive experience in our hospitals through our continual focus on improving the relationship between our hospital staff and our patients.

By focusing on the quality of our service, we are able to positively affect the healing process, thus improving patient outcomes.

Maintaining our focus on service, we continue to incorporate patient satisfaction in our Balanced Scorecard. In 2013, our internal patient satisfaction results increased in every setting including Inpatient, Outpatient Surgery, the Emergency Department, and overall. In particular, patients' satisfaction with their Emergency Department experience improved 2 percent company-wide and nearly 5 percent in our Florida region.

To continue improvement in this area, Home Office patient experience experts conducted on-site visits to nearly half of Tenet hospitals, providing expertise in identifying problem areas and helping to create action plans to track improvement. Additionally, Tenet contracted with an external expert and sponsored monthly calls aimed at specific patient experience topics.

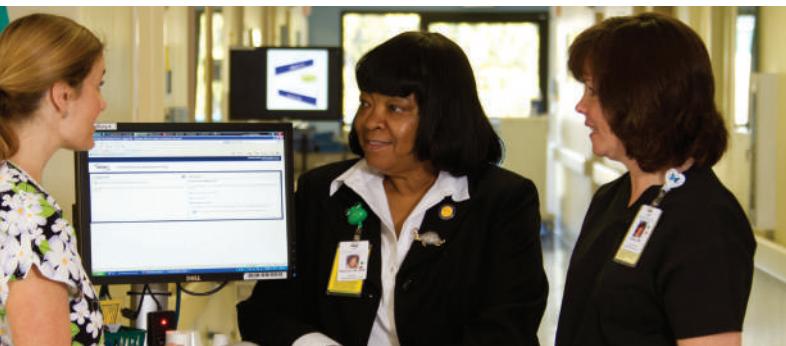
Another important measure of service is our physician satisfaction survey. It is conducted annually, and is reported on our Balanced Scorecard. Through the survey, we gather feedback from physicians in areas such as administration, clinical and non-clinical staff, operational efficiency, community relations, and quality of patient care.



Los Alamitos – Los Alamitos, CA

Health Information Technology

We are clearly seeing the benefits of our investment in health information technology (HIT) in improving patient care, increasing operating efficiencies and contributing to the long-term growth of our business. In 2009, our Board of Directors approved funding to accelerate and broaden the scope of our health information technology program to meet the requirements of the Health Information Technology for Economic and Clinical Health (HITECH), enacted as part of the American Recovery and Reinvestment Act (ARRA).



Sierra Vista Regional Medical Center – San Luis Obispo, CA

As of June 2013, we implemented electronic health records (clinical documentation, bar-coded medication administration, bedside device interfaces, laboratory, surgery, radiology, pharmacy and computerized physician order entry) in 40 of our 49 hospitals, and in last year's report, stated that we intended the remaining nine would have their implementations complete by early 2014. So far, five of those nine have completed their implementations, and the remaining four should be completed by the end of March in 2014. With the addition of the hospitals acquired from Vanguard Health Systems, the same process has been started in the new South Texas and Arizona Markets with eight more hospitals to complete implementations by August of 2014.

By the end of 2013, we satisfied Medicare and Medicaid "Meaningful Use" of technology criteria that enabled us to recognize approximately \$96 million of HITECH incentives as a result:

*Other sources of revenue from the government can be seen on our **Form 10-K**.*

Our practice of using barcoded medication administration provides a safety net at the bedside by using positive identification of patients to their medications. Computerized physician order entry provides well-organized, legible orders and accelerates the time that the order is received and acted upon by the departments (such as lab and pharmacy). Clinical alerts also appear during the order entry process, alerting the physician to drug interactions, contraindications, duplicate procedures and other factors for the physician to consider in providing care.

With our aggressive efforts of implementing health information technology, we continue our focus on realizing the benefits of technology beyond the federal "Meaningful Use" criteria to providing "meaningful care." With the increased amount of patient information that is housed electronically, we can continue the analysis of data across our hospitals to identify trends, best practices, compliance, and other operational clinical indicators that are currently being gathered manually. With our data warehouse and business intelligence system that currently reports hospital performance on HITECH Meaningful Use indicators; this technology provides a springboard upon which we can expand our analysis to additional quality measures.

Maximizing our investment in health information technology isn't just about the technology or the implementation or even the data. It is also about the people. We have put in place a sustainable model that develops clinical informatics capabilities at all levels of our organization to ensure that physician and clinician adoption remains high and that continuous improvement and optimization efforts continue to be ongoing.

IMPACT

Tenet's early results indicate significant benefits can be realized from the investment in IMPACT, our health information technology initiative. Our results through the end of 2013 are as follows:

- **1,014,709 duplicate lab tests were avoided**
- **104,808 duplicate radiology tests were avoided**
- **454,381 reduced medication administration effects**
- **4,856 potential adverse drug events were identified***
- **Across 27 facilities, paper cost was reduced by nearly \$800,000**

* These results are through September 2013.



Doctors Medical Center – Modesto, CA

CARING FOR OUR COMMUNITIES



Britt T. Reynolds, president of Hospital Operations, and his family at the 2013 Dallas Heart Walk

At Tenet, our mission is to improve the quality of life of every patient who enters our doors. This mission serves as the foundation for the deep commitment we have to all of the people of the communities we serve.

Making a Difference

Every day, Tenet's hospitals and our colleagues work to strengthen their communities and neighborhoods by addressing unmet healthcare needs and being good corporate citizens. We recognize the integral role that a hospital plays in its community and take this privilege and responsibility very seriously.

Through active community involvement and volunteerism, Tenet colleagues regularly search for ways to give back to those in need — whether they are patients or not. It's this compassion and caring that drives Tenet and our employees to reach out and improve lives.

WE ARE PROUD THAT TENET'S SUPPORT AND ECONOMIC IMPACT TO LOCAL COMMUNITIES IN 2013 INCLUDED:

- **\$545 million in uncompensated care**
- **\$158 million in charity care**

Additionally, millions of dollars more were donated to non-profit organizations who, like Tenet, are dedicated to changing lives for the better. In addition to financial support, Tenet's facilities and colleagues regularly share their time and expertise by providing hundreds of free health screenings, hosting educational seminars and facilitating support group meetings.

At Tenet, whether we are providing the very best in patient care or working with a local charity to fulfill its mission, we are dedicated to making a difference.



Tenet Home Office Toy Drive — Dallas, TX

Charitable Organizations & Academic Institutions Supported by Tenet in 2013

Each year, Tenet Healthcare makes hundreds of contributions to charitable organizations and academic institutions in the communities where we operate. Our support is focused on non-profit organizations that are making a difference in the areas of health, education and human services. The following are some examples of organizations supported in 2013:

- **Alzheimer's Association**
- **American Cancer Society**
- **American Diabetes Association**
- **American Heart Association**
- **American Red Cross**
- **Arthritis Foundation**
- **Boys and Girls Clubs**
- **The Bridge Homeless Shelter**
- **Barbara Bush Foundation for Family Literacy**
- **The Clinton Foundation**
- **Community Partners of Dallas**
- **Mary Crowley Medical Research**
- **Catawba Science Center**
- **Cuesta College Foundation**
- **Cypress Fairbanks Educational Foundation**
- **Cystic Fibrosis Foundation**
- **Desert AIDS Project**
- **Desert Cancer Foundation**
- **Drexel University**
- **Duke University**
- **El Paso Community Foundation**
- **Feeding America**
- **Habitat for Humanity**
- **Hanson House Foundation**
- **The Health Care Improvement Foundation**
- **Hope Haven of the Lowcountry**
- **Junior Achievement**
- **Susan G. Komen for the Cure**
- **Leukemia and Lymphoma Society**
- **March of Dimes**

- **Mizell Senior Center**
- **Morehouse School of Medicine**
- **Safe America Foundation**
- **The Salvation Army**
- **St. Christopher's Foundation for Children**
- **St. Louis University Health Sciences Center**
- **United Way**
- **University of Alabama**
- **University of South Carolina**
- **University of Texas, Austin and El Paso**
- **Winthrop University Foundation**
- **Volunteers in Medicine**
- **YMCA**
- **York County Council on Alcohol & Drug Abuse**



Heart Walk benefiting the American Heart Association – Florida Medical Center – a campus of North Shore – Fort Lauderdale, FL

Disaster Relief

As a company of caregivers, we want to help those who are suffering.

Unfortunately, disasters are simply a part of life. At Tenet, we look for ways that we can help those who are having a crisis beyond their control. Consequently, the company regularly provides opportunities for our colleagues to donate for disaster relief for others and supplements these efforts. In 2013, Tenet organized two support drives — one for the victims of the Texas and Oklahoma tornadoes through American Red Cross and one for the victims of Typhoon Haiyan through AmeriCares.

TORNADO RELIEF

Tenet and its colleagues were proud to donate \$20,250 to the American Red Cross to assist families affected by the devastating tornadoes that affected Moore, Oklahoma and northern Texas on May 20, 2013.

TYPHOON HAIYAN RELIEF

On Friday, Nov. 8, Super Typhoon Haiyan reached landfall on the eastern island of Samar, Philippines leaving hundreds of thousands of people displaced, with food, water and medicine in short supply. This devastating storm destroyed cities and claimed over 1,700 lives, while injuring thousands more.

Tenet participated in AmeriCares' Philippines Disaster Relief Fund and matched employee gifts up to \$10,000. With a donation from Tenet colleagues of \$70,530, a total donation of \$80,530 was sent to assist with rebuilding in the Philippines.



Trevor Fetter, president and CEO of Tenet (far right) joins Home Office colleagues to present a check to T.D. Smyres, CEO of the American Red Cross, North Texas Region (far left) for victims of the Texas and Oklahoma tornadoes.

Tenet Community Spotlight

AMERICAN HEART ASSOCIATION

For decades, Tenet Healthcare has supported the important work of the American Heart Association (AHA) and its mission to build healthier lives, free of cardiovascular disease and stroke. We know that heart disease is the number one killer of Americans and we want to make a difference not just through quality care in our hospitals but in prevention efforts as well.

Not only does Tenet support the American Heart Association with financial contributions but, across the country, our colleagues and physicians actively participate in AHA volunteer events such as Heart Walks, Go Red for Women celebrations and CPR trainings to raise awareness for living healthy lifestyles.

For instance, in south Florida, our ten hospitals collectively supported women's heart health awareness by becoming the Presenting Sponsor of the 2013 Go Red for Women movement to support research, education and community programs. Through this initiative, Tenet's hospitals offered health screenings to hundreds of women and participated in an aggressive marketing and social media campaign to encourage women to "know their numbers" and make positive changes.

In addition to our substantial support of the AHA's work in the community, we are very proud that the majority of Tenet hospitals have received an American Heart Association's Get With The Guidelines® designation which outlines evidenced-based treatment guidelines for heart failure and stroke with proven results. It's this acknowledgement of Tenet's quality patient care coupled with our commitment to fighting heart disease that makes us extremely proud.



Baptist Health System 2013 Heart Walk supporting the American Heart Association — San Antonio, TX



Coral Gables Hospital — Coral Gables, FL

CLINTON FOUNDATION HEALTH MATTERS INITIATIVE

Tenet Healthcare, along with its two hospitals in California's Coachella Valley, Desert Regional Medical Center and JFK Memorial Hospital, is proud to support the important work of The Clinton Foundation and its Clinton Health Matters Initiative (CHMI). We strongly believe in the mission of CHMI which aims to identify innovative approaches to improving the health of individuals and communities, and then scale those measures to impact a greater number of people.

For three years (2012, 2013 and 2014), Tenet has served as the presenting sponsor of the annual conference of the Clinton Health Matters Initiative held in the Coachella Valley. This conference brings together thought leaders from across the country from the areas of healthcare, public policy, business, education and sports to share innovative ideas and solutions for improving our country's health. This sponsorship is just one way that Tenet is working nationally to improve the health of the communities we serve and bring greater awareness to those who can affect change.

Additionally, in November 2013, Desert Regional Medical Center announced that it will become the lead sponsor of "Get Tested Coachella Valley," committing \$1.5 million over three years to an ambitious public health campaign designed to dramatically reduce HIV and improve access to care for those who test positive. This campaign is one of 44 steps of CHMI's Blueprint for Action in the Coachella Valley, a strategic plan designed to dramatically improve local health and wellness. To highlight its efforts, Desert Regional Medical Center hosted a breakfast in January 2014 at Desert AIDS Project, welcoming President Bill Clinton and 100 local civic leaders to learn more about this important campaign and to preview the mobile medical van used to provide crucial HIV testing.



(left to right) Gary Honts, CEO of JFK Memorial Hospital, Carolyn Caldwell, CEO of Desert Regional Medical Center, Trevor Fetter, CEO of Tenet Healthcare, and David Brinkman, CEO of Desert AIDS Project, speak with President Bill Clinton as they prepare to tour the mobile testing clinic.

Path to Health

Our Path to Health campaign, disaster relief, public policy involvement or simply encouraging healthy eating are some of the important ways that we engage in caring for our communities here at Tenet.

Since 2003, Tenet has committed to caring for those that are underinsured or financially incapable of affording healthcare by being the first national hospital system to develop a policy to assist the uninsured. Each year, we help more than 250,000 patients get the coverage they need.

In 2013, Tenet launched the campaign, Path to Health, designed to inform uninsured populations about the new health insurance options available under the Affordable Care Act and educate them about signing up for health insurance. Additionally, Tenet provided more than \$700 million in care to the uninsured and charity patients.

The campaign is a trusted resource on everything enrollment related, and has helped increase the number of the insured population, encouraging healthier lifestyles in our communities.

The Path to Health campaign currently has 356 community partners that have sponsored 338 total events focused on outreach and education along with enrollment.



Public Policy Involvement

Tenet supports active participation and transparency in the political process.

Tenet is a leading member of state and federal trade associations, educating our colleagues on policy issues and providing them with the resources needed to engage elected officials on issues that impact our company and/or individual hospitals. In 2013, we maintained voluntary online grassroots advocacy tools that enabled our employees to easily and efficiently communicate with elected officials on issues important to our business interests.

Our colleagues communicated with elected officials on a number of critical issues, including hospital reimbursement and securing a permanent fix for the flawed Medicare physician payment system, and a state initiative that will support sustainable and clean water for hospitals and communities throughout Texas. Tenet also used our grassroots advocacy tools, as well as traditional advocacy methods, to stay in regular contact with legislators and regulatory officials to share our interests and perspectives, and offer input into the policy-making process.

Tenet's government relations department includes members who are registered to lobby federal and state governments, and we maintain a Washington D.C. government affairs office to conduct federal lobbying activities. In addition, we engage various external consultants who have expertise in state and federal healthcare programs, some of whom engage in lobbying activities on our behalf.

Caring at Conifer Health Solutions

Our subsidiary, Conifer Health Solutions continues to strengthen its corporate social responsibility program.

In 2013, Conifer Health Solutions provided more than \$100,000 in charitable contributions that aligned with its Health, Hunger and Humanity giving pillars. Beneficiaries included:

- **American Red Cross**
- **Feeding America**
- **Habitat for Humanity**
- **and more!**

In addition, the company broadened its cause marketing portfolio with "Play to Give Back," a Plinko-style game designed to spark engagement with prospective clients through charitable giving. Volunteerism also emerged as a cornerstone of Conifer Health's CSR program, led by its support for Habitat for Humanity.

Conifer Health participated in home building projects across the country in 2013, including a build in Fargo, ND benefitting the Lake Agassiz Habitat for Humanity. Twenty-five volunteers from Conifer Health, in partnership with Catholic Health Initiatives, converged on Fargo, ND in July 2013 to build the first LEED-certified, single-family home in North Dakota.



Conifer Health – Habitat for Humanity Build Day

2013 Political Priorities

Our most important priorities in 2013 included:

- **Expanding and improving healthcare coverage for low income Americans**
- **Maintaining adequate reimbursement for acute care hospitals**
- **Opposing legislative and regulatory cuts to government health program payments that could undermine the financial stability of hospitals**

These include Medicare payment reductions beyond the 2% sequester, inequitable changes to Medicare Disproportionate Share Hospital program, and new regulations proposing changes to the manner in which the government determines patient status for purposes of reimbursing hospitals.

Additionally, we engaged with state and federal policy makers about the need to increase the number of Americans with access to health insurance through the implementation and creation of state and federal health insurance exchanges, as well as state Medicaid reform proposals that would expand access to Medicaid for the most vulnerable populations. For example, we worked with Republican Governors in Michigan and Pennsylvania to support the "Healthy Michigan" and "Healthy Pennsylvania" Medicaid reform plans which address the unique needs of the states while also expanding access to state Medicaid programs.

We also supported efforts in our key states to limit cuts to Medicaid reimbursements. Fiscal and political pressures at both the state and federal level have continued to challenge the Medicaid program. As a result, we supported efforts to develop new financing mechanisms to maintain funding for hospitals providing care to the most vulnerable patients in a number of states. For example, we worked with state and federal government leaders to enact a historic extension of California provider fee program. The provider fee program, by design, is essential to fully fund the state's Medicaid program and provide hospitals with the resources needed to care for indigent patients.



Senator Lou Correa of the California State Senate visits Fountain Valley Regional Hospital.

In addition to our state-based advocacy, we undertook significant federal advocacy efforts to educate policy makers on the need to preserve funding for the Children's Hospitals Graduate Medical Education program, which is critical to our efforts to train the next generation of pediatric practitioners.

In 2013, St. Mary's Medical Center in West Palm Beach received Tenet's grassroots advocacy award for their efforts to educate the community and work with area partners in support of numerous healthcare initiatives.

POLITICAL CONTRIBUTIONS

Tenet-PAC, Tenet's voluntary political action committee, is funded by personal contributions from management-level colleagues and serves as the company's primary source of contributions to political candidates and organizations.

We also annually solicit management level colleagues for voluntary personal contributions to Fed PAC, the federal political action committee maintained by the Federation of American Hospitals. When permitted by law, Tenet may contribute to political candidates and organizations from corporate funds.

Tenet and Tenet-PAC maintain systems and policies designed to ensure compliance with all state and federal laws and limits related to contribution and advocacy. Contributions to candidates from Tenet and Tenet-PAC are made, regardless of party affiliation, based on representation of a Tenet facility or a large number of Tenet colleagues; election-cycle timing; demonstrated leadership on committees of importance to the healthcare industry; voting record or announced positions on issues important to Tenet, investor owned hospitals and healthcare providers in general; requests from federal and state hospital associations; or recommendations from Tenet-PAC contributors.

2013 POLITICAL CONTRIBUTIONS

Tenet-PAC Receipts	\$126,388
Tenet-PAC Disbursements	\$125,887
Tenet Corporate Contributions	\$249,875
Employee Contributions to FedPAC	\$41,425

COMMUNITY MEMBERSHIP IN COALITIONS & ASSOCIATIONS

Federal

- **Federation of American Hospitals**
- **American Hospital Association**
- **The Business Roundtable**
- **American Association of Medical Colleges**
- **Coalition to Protect America's Healthcare**
- **Children's Hospital Association**
- **The Health Management Academy**

State

- **Alabama Hospital Association**
- **Arizona Hospital and Healthcare Association**
- **California Association of Physician Groups**
- **California Medical Association**
- **Delaware Valley Healthcare Council**
- **Georgia Hospital Association**
- **Hospital and Healthsystem Association of Pennsylvania**
- **Illinois Hospital Association**
- **Massachusetts Hospital Association**
- **Michigan Health and Hospital Association**
- **Missouri Hospital Association**
- **New Mexico Hospital Association**
- **North Carolina Hospital Association**
- **Private Essential Access Community Hospital Inc.**
- **South Carolina Hospital Association**
- **South Florida Hospital & Healthcare Association**
- **Tennessee Hospital Association**
- **Texas Hospital Association**

CARING FOR OUR ENVIRONMENT



Tenet's Sustainability efforts started over 4 years ago with a focus on "Tenet Goes Green" and has since evolved to include our environmental, social and economic impact on the world.

Tenet's commitment to our environment continued to evolve in 2013.

Tenet's commitment to the environment continued to evolve in 2013. We are a sponsoring organization of the Healthier Hospitals Initiative (HHI) and are focused on meeting the challenges outlined in the HHI framework:

- Engaged Leadership
- Healthier Foods
- Leaner Energy
- Less Waste
- Safer Chemicals
- Smart Purchasing

As an organization, we feel that these challenges will help us achieve our goals of delivering high quality care to our patients, providing a safe work environment for our colleagues, reducing our ecological footprint and helping to promote wellness in the communities we serve. This section outlines some of legacy Tenet's main achievements in 2013, and highlights some of legacy Vanguard's sustainability initiatives that are already aligned with our current focus, which will be incorporated into future sustainability goals as a combined organization.



2013 Sustainability Results

2013 GOALS	2013 RESULTS
Publish our 3rd Sustainability Report detailing our 2012 activities using the GRI Framework as a guide	
Apply for a third party recognition of our hospitals/company's sustainability work	
Create the infrastructure to measure energy usage across the organization	
Support our hospitals in planning at least one community event with a sustainability/environmental focus	
Substantially improve our catalog of best practices across our hospitals	



"We select businesses that are in alignment with our commitment to health. The Healthier Hospitals Initiative helps with contracting to ensure that our business partners are onboard and help us achieve our goals whether it's around Healthier Food, Safer Materials or Materials Management. By working together, we can leverage our buying power and not only get the products and services we need but reduce costs through coordinated efforts."

— Cristina Jimenez, COO of Coral Gables Hospital and the Florida Region Sustainability Advisory Council representative

Engaged Leadership

Our Sustainability Advisory Council, in coordination with the local hospital champions, works to achieve this mission. The Council is headed up by Cathy Fraser, SVP of Human Resources. The group establishes annual goals, develops action plans and monitors progress throughout the year. Sustainability champions in each of our acute care hospitals work within their facilities to drive sustainability initiatives at the local level. The sustainability advisory council works with the local champions to evaluate environmental outcomes and share best practices among our hospitals and other facilities. In 2013, most of our hospitals had established sustainability and environmental governance structures within their facilities.

The Tenet Florida Region banded together to tackle a high dollar impact area, waste management with a focus on the Less Waste Challenge, and soon found that this was a great example of Engaged Leadership. With a goal to decrease costs, increase recycling rates and decrease red bag waste, Coral Gables Hospital and the other nine Florida hospitals partnered with Stericycle, a medical waste management company.

Once a month the region COOs have face-to-face meetings, where sustainability is a standing agenda item. In addition, the Florida hospitals have local green teams which meet monthly to set goals and monitor progress. The biggest challenge has been staff education and ongoing communication about proper segregation of materials and wastes. The teams implemented department level education and they are now working on a protocol for New Employee Orientation. In 2013, 1,600 employees received training on this topic.

While the hospitals are having varying levels of success, all of them are well underway and working towards goal completion. Partnering with Stericycle to obtain the data associated with this program has enabled the team to easily monitor progress and identify areas for additional opportunity. This focus on data has the team now looking at construction and demolition debris recycling next. The Less Waste Challenge helped to provide the framework for tackling materials and wastes and now opens their eyes to other opportunities like addressing pallets, electronics waste and mercury.

PARTNERS FOR CHANGE

In 2013, Coral Gables, a hospital in our Florida region, was awarded the "Partner for Change" designation by Practice Greenhealth. The award submission focused on the efforts of the Florida region to implement their integrated waste stream process.

Healthier Foods

Our commitment to healthy food continued to progress in 2013.

Our hospitals worked with their primary food service vendors to develop and implement healthy food offerings at all of our hospitals.

- **More than 60%** of our hospitals have explored healthy food offerings with their food service vendor.
- **50%** of our hospitals have initiated conversion of their vending machines to healthy food offerings
- **55%** of our hospitals post nutritional information on their entrees served
- **50%** of our hospitals provide information about healthy eating or nutrition in their dining areas

In 2013 we worked with our food service vendors to obtain data on pounds of meat purchased and spend in sugar sweetened beverages. These metrics vary widely by hospital. Using this data as our baseline we will set individual hospital targets for improvement in 2014 and track progress throughout the year.

TRANSFORMING FOOD OFFERINGS

Joseph DeSchryver is the Chief Executive Officer at Sierra Vista Regional Medical Center and serves as the California Region Sustainability Advisory Council representative.

Joe and his team have worked closely with their food service vendor to transform the food offerings at the hospital.

For 2013, the team reported:

- Beverage Conversion — 75% of beverage offerings are still water, unflavored sparkling water and other non-sugary beverages; only still water at eye level and impulse areas
- Grilled Chicken, Turkey Burger and Garden Burgers available daily
- Meatless Monday program in place
- Increased use of local produce by 20%
- 95% of disposables are either compostable, biodegradable or both
- Eliminated bottle water for all hospital functions and catering events

"As the largest private employer in the City of San Luis Obispo on the Central Coast of California, I strongly believe it is Sierra Vista Regional Medical Center's civic responsibility and obligation to operate in an environmentally-friendly manner to promote overall wellness for our patients and community. We take this responsibility seriously and have made great strides over the past few years in implementing and enhancing sustainable business practices throughout the organization."

— Joe DeSchryver, CEO
Sierra Vista Medical Center



MODESTO FARMER'S MARKET



Doctors Medical Center – Modesto, CA



"During the spring through fall we had a few Farmer's Market vendors in our cafeteria. We then featured various dishes in our cafeteria that spotlighted the local products sold at the Farmer's Market. Our colleagues enjoyed the opportunity to directly purchase fresh fruits and vegetables and then also receive ideas for meals to serve at home"

— Mike King, COO at Doctors Hospital of Modesto and leader of the hospital's Green Team

Tenet Environmental Spotlight

HEALTH INITIATIVES AT HILTON HEAD HOSPITAL

Hilton Head Hospital (HHH) was recognized by Working Well, a collaboration between the South Carolina Hospital Association (SCHA) and NC Prevention Partners (NCP), for achieving the Gold Apple award. This was accomplished by creating healthy food environments throughout HHH's campus, supported by comprehensive policies and systems where the healthy choice is the easy choice. HHH is the first Morrison account to reach this distinction.

HHH worked in collaboration with their food service provider, Morrison, to meet Working Well's highest standard of excellence in providing healthy options for all employees during all shifts. They earned the Gold Apple Award by implementing five key components to a healthy food environment:

- Pricing
- Benefits
- Access
- Incentives
- Marketing

HHH created and implemented a healthy food policy for their cafeteria and catered meetings. The FIT criteria and icon were adopted to indicate which items in the cafeteria are the healthy options. These healthy items account for at least 50.0% of all retail items in the cafeteria. Even though all vending products are equal to or less than 250 calories per package, the FIT icon is also located in the vending machines to label which items meet the criteria.

In addition to a comprehensive nutrition policy and established criteria, HHH:

- Implemented a pricing strategy to encourage employees to choose the healthier meal choice
- Priced healthier options lower than the unhealthy options
- Promoted the purchase of healthy items is through food labeling, displaying nutrition labels for all food in the cafeteria at the point of decision, allowing colleagues to make informed decisions on their meal choices

HHH only promotes the healthy choices in their cafeteria; there are no displays for unhealthy meals.



"We are proud to participate in the South Carolina Hospital Association's Working Well program and to have earned this achievement. The Golden Apple award is an honor that we share with Morrison Healthcare, who is dedicated to helping change people's lives through healthier food environments. Working together we are committed to making wellness a priority for our patients and our colleagues, and as a hospital and community leader, we hold ourselves to a higher standard."

**— Mark T. O'Neil, Jr.
President and
CEO of Hilton
Head Hospital**



"There is tremendous opportunity to reduce energy consumption with small updates. The ROI on these updates is typically less than one year. In addition, routine maintenance on plant equipment can also go a long way to reducing energy consumption. There is a saying many have heard about picking the low hanging fruit. Well it is now being said that this fruit is growing back for the picking, in particular when it comes to new and innovative technologies in energy conservation."

— Marco Marquez, Director of Plant Operations, Providence Memorial Hospital and Central Region Sustainability Advisory Council Representative

Leaner Energy

Several of our hospitals are actively monitoring energy consumption and implementing solutions to lower their energy usage. For example, in El Paso, Texas at Providence Memorial Hospital, Marco Marquez, the Director of Plant Operations, serves as the Central Region Sustainability Advisory Council representative, has worked with his team and the local utility provider to identify energy conservation opportunities such as:

- **Implementing Energy Savings devices** on Vending machines
- **Replacing surgical lighting** with new LED surgical lighting
- **Replacement of 6 variable frequency drive units** on 6 air handling units
- **Replacing incandescent lighting with LED lighting** during a major renovation of one hospital unit, and developed a plan for three more units

Providence Memorial is large multi-specialty hospital licensed for 508 patient beds and is located in far West Texas in a desert like climate, so energy conservation is definitely a focus for this facility.

CAPITAL IMPROVEMENTS

Tenet continues to invest in capital improvements that increase energy efficiency. In 2013, capital improvements with an energy efficiency impact total \$40 million. These include plant operations improvements, such as boilers, chillers and automated energy monitoring systems.



ENERGY MONITORING

Tenet's Blue Pillar project, a system to monitor energy consumption, continues to advance. Our legacy Tenet hospitals in Texas and California are participating in this project, which allows them to take part in their utility provider's Demand Response Program. Participating organizations contract with their utility provider and receive incentives to reduce the energy use of their operations during times of peak demand. For our hospitals, during these times of peak demand we convert to local power generation to reduce the pull of energy from the energy grid.

One of our 2013 goals was to develop the infrastructure to track and report energy usage throughout the organization. The implementation is progressing and our reporting capabilities are increasing. The reporting below includes full reporting for the Florida region and a portion of each of our legacy Tenet regions.

Our company wide initiative to track and monitor energy usage continues to progress. During 2013, all of our legacy Tenet hospitals migrated to an electronic records management system for utility invoices. Data from this system is then sent to a third party vendor for compilation and benchmarking. The historical utility information is now being compiled and we expect to be able to develop a multi year energy reduction program during 2014.

Smarter Purchasing

In 2013, Tenet continues to support the reprocessing of Food and Drug Administration (FDA)-eligible single use devices.

During 2013 the overall savings attributed to reprocessing remained constant. Our commitment to reprocessing has diverted 972,000 devices or 208,000 pounds of waste from landfills.

In 2014, our new Vanguard hospitals will be integrated into this program.

WHAT IS REPROCESSING?

Reprocessing is a scientifically rigorous, FDA-regulated process that allows many single-use devices to be validated for multiple uses.

All reprocessed devices are reprocessed using FDA-compliant processes to ensure they are cleaned and decontaminated, refurbished, tested for functionality and then packaged and sterilized for another use. This practice not only increases cost savings, but also reduces waste.

Less Waste

The Practice Greenhealth 2013 Sustainability Benchmark Report reports that hospitals and health systems produce 14,000 tons of waste each day, generating an average of 30.9 pounds of waste per staffed bed. Many of our hospitals are actively involved in recycling and waste management practices to decrease our ecological footprint.

MEDICATION DISPOSAL EVENTS

- **Providence Memorial Hospital**
- **Sierra Medical Center**
- **St. Christopher's Hospital for Children**

CELL PHONE RECYCLING EVENTS

- **Coral Gables Hospital**
- **Hialeah Hospital**
- **Delray Hospital**
- **Palm Beach Gardens Medical Center**

The Florida Region hospitals have been actively tracking red bag waste, recycling and municipal solid waste. In 2013, the team reported an overall 26.0% recycling rate, which is consistent with the 2012 rate. The red bag medical waste recycling rate dropped from 18.0% to 14.0% representing a significant reduction in both landfill waste as well as cost. For 2014 the team is hoping to further increase recycling and decrease the red bag medical waste rates.

This project saved 10 million gallons of water and 42 million kilowatts of electricity.



Sierra Vista Regional Medical Center — San Luis Obispo, CA

Safer Chemicals

Cleanliness is extremely important to a quality healthcare environment, but not at the expense of wellness. Thus, our commitment to our patients, the environment and our colleagues can be seen through our effort to use safer chemicals in our facilities.

The Sustainability Advisory Council worked with environmental service providers to obtain data on 2013 purchases of Green Seal/EcoLogo Certified cleaning supplies for our hospitals. Once this data is available, it will be used as a benchmark in future reporting to track our progress and maintain our continued commitment to safe healthcare facilities and work places.

Compliance with Environmental Regulations

In 2013, four of our hospitals reported citations related to environmental infractions. Two of these citations are related to legacy Vanguard activity that occurred prior to the Tenet acquisition. Corrective actions were immediately put in place and the company incurred a total of \$28,000 in fines.

In Alignment with Sustainability – Vanguard Health Systems

As members of Practice Greenhealth and as a Sponsoring Organization of the Healthier Hospitals Initiative, our new Vanguard team has been actively involved in sustainability in recent years.

HEALTHY BEVERAGES

In 2012, all legacy Vanguard Hospitals pledged to eliminate sugar sweetened beverages.

Our Chicago hospitals kicked off this challenge by eliminating all sugar sweetened beverages in all of their hospitals in 2012. This market also plans to eventually eliminate diet sodas due to the recent evidence of their negative impact on wellness.

Metrowest Medical Center launched a healthy beverage campaign in late 2012.

This was based on Boston Public Health Commission's Stoplight Program to reduce the consumption of sugar sweetened beverages like sodas, sports drinks and energy drinks. The hospital's campaign included educational materials and an employee incentive program.

EATING HEALTHIER

Detroit Medical Center Eliminated Fried Foods

The cafeteria no longer serves fried foods as of mid-2013.

Weiss Memorial Hospital has a roof-top garden that produces fresh fruits, vegetables, honey and eggs that are later available at a local farmer's market.

This program not only promotes wellness, but collaboration with the local community to support urban agriculture.



Weiss Memorial Hospital – Chicago, IL

Resolute Health Created the "SOW Healthy" Program

The program focuses on the core pillars of nutrition, wellness and fun that fosters a mutually beneficial environment between senior citizens and youth in the community.

Each child harvests their vegetables and places them directly into their grocery bag to take home, along with a healthy recipe incorporating the harvested vegetables.

Every week the children come back to the garden and share their stories about how they prepared their vegetables.



SOW Healthy — Resolute Health — New Braunfels, TX

Excellence in Sustainability

In 2013, Vanguard Health Systems received the following awards from Practice Greenhealth for their efforts in sustainability:

2 HOSPITALS AWARDED THE ENVIRONMENTAL LEADERSHIP CIRCLE AWARD

- MetroWest/Framingham Union Hospital
- MetroWest/Leonard Morse Hospital

6 HOSPITALS AWARDED THE PARTNER FOR CHANGE AWARD

- Harper University Hospital
- Huron Valley Sinai Hospital
- Rehabilitation Institute of Michigan
- Sinai Grace Hospital
- The Children's Hospital of Michigan
- Saint Vincent Hospital

3 HOSPITALS AWARDED THE PARTNER RECOGNITION AWARD

- Detroit Receiving Hospital
- DMC Surgery Hospital
- Phoenix Baptist Hospital

RECOGNITION & EXCELLENCE



Sierra Vista Regional Medical Center — San Luis Obispo, CA



Tenet is a recognized for excellence on local and national platforms, showing evidence of our company's strong foundation.

2013 AWARDS

NURSING EXCELLENCE AWARDS

2 Magnet Hospitals designated by the American Nurses Credentialing Center:

Hahnemann University Hospital

St. Christopher's Hospital for Children

1 Pathways to Excellence Hospital designated by the American Nurses Credentialing Center:

Lake Pointe Medical Center

CLINICAL QUALITY RECOGNITIONS

84 — American Heart Association: Get With the Guidelines Achievement Awards

18 — The Joint Commission: Certified Primary Stroke Centers

13 — Society for Chest Pain Centers: Accredited Chest Pain Center

8 — The Joint Commission: Top Performers on Key Quality Measures

Brookwood Medical Center

4 — American Society for Bariatric Surgery: Centers of Excellence

3 — U.S. Department of Health and Human Services: Organ Donation Medal of Honor Recipients

Brookwood Medical Center

Saint Francis Hospital Bartlett

1 — HealthGrades: America's 50 Best Hospitals

1 — HealthGrades: America's 100 Best Hospitals

RECOGNITION FROM INSURERS

106 — UnitedHealth Premium Specialty Center Designation

180 — Cigna Center of Excellence Designations

53 — Blue Cross and Blue Shield Distinction Centers

Hospital Accomplishments

NATIONAL

American Association of Critical-Care Nurses:

Beacon Award

North Fulton Regional Hospital

American Hospital Association:

Health Research and Educational Trust:

Fully Engaged Hospital

Delray Medical Center

Florida Medical Center – a campus of North Shore

Palm Beach Gardens Medical Center

Becker's Hospital Review:

Top 100 Hospitals with Great Heart Programs

Delray Medical Center

Hahnemann University Hospital

Becker's Hospital Review:

Top 100 Hospitals and Health Systems with Great Oncology Programs

Palmetto General Hospital

Sierra Providence Health Network

Bridge Breast Network:

Founders Award

Lake Pointe Medical Center

HealthGrades: America's 100 Best Hospitals for Cardiac Care and Cardiac Surgery

Delray Medical Center

HealthGrades: America's 50 Best Hospitals

Delray Medical Center

HealthGrades: Distinguished Hospital Award — Clinical Excellence

Delray Medical Center

International Board of Certified Lactation:

Consultants Care Award

St. Mary's Medical Center

U.S. News & World Report:

Best Children's Hospitals

St. Christopher's Hospital for Children

U.S News & World Report (regional):

Best Hospitals in Alabama

Brookwood Medical Center

U.S. News & World Report:

Top 50 Hospitals for Cancer, Cardiology & Heart Surgery, Diabetes & Endocrinology, Gynecology, Neurology & Neurosurgery

Hahnemann University Hospital

Women's Choice Award for Excellence in Orthopedics

Frye Regional Medical Center

LOCAL

2013 Moultrie News Best of Award: #1 Hospital in Mount Pleasant, SC

East Cooper Medical Center

California Hospital Engagement Network

Doctors Hospital of Manteca

Georgia Coverdell 2013 Champion Hospital of the Year

Atlanta Medical Center

Georgia Coverdell "Door to Needle Time" Award

Atlanta Medical Center

Dallas Business Journal: Healthiest Employers in North TX

Doctors Hospital of White Rock Lake

Lake Pointe Medical Center

Florida Hospital Association: Hospital Engagement Network's Full Participation Award

Hialeah Hospital

Georgia Hospital Association: Hospital Engagement Network's Safe Leaders Circle — Chairman's Category

Atlanta Medical Center

Georgia Hospital Association: Hospital Engagement Network's Safe Leaders Circle — Elite Circle

North Fulton Regional Hospital

Georgia Hospital Association: Core Measures Quality Honor Roll

Atlanta Medical Center

North Fulton Regional Hospital

Georgia Hospital Association: Hospital Engagement Network's Safe Leaders Circle — Elite Circle

Spalding Regional Hospital

Sylvan Grove Hospital

Georgia Hospital Association: Quality and Patient Safety Award Winner

North Fulton Regional Hospital

Health Care Improvement Foundation Delaware Valley: Patient Safety and Quality Award
Hahnemann University Hospital

Healthy Start Coalition: Maternity Champion of Change
Palmetto General Hospital

Healthy Start Coalition: Excellence in Maternal, Infant and Child Health
North Shore Medical Center

Island Packet: Readers' Choice
Hilton Head Hospital

Manteca Bulletin: Readers' Choice
Doctors Hospital of Manteca

North Carolina Breastfeeding Coalition: Golden Bow
Central Carolina Hospital

Practice Greenhealth:
Partner Recognition
Coral Gables Hospital

Robert A. Warriner III, MD: Center of Excellence
Lake Pointe Medical Center (wound care center)

South Carolina Hospital Association: Working Well Program Gold Apple
Hilton Head Hospital

South Carolina Distinguished Hospital of the Year
Piedmont Medical Center

South Florida Parenting: Best Pediatric Hospital in Palm Beach County
St. Mary's Medical Center

South Florida Parenting: Best Emergency Room in Palm Beach County
St. Mary's Medical Center

South Florida Parenting: Kids Crown Award for Maternity Care in Palm Beach County
West Boca Medical Center

Star Local Media: Readers' Choice Best Hospital in Rowlett
Lake Pointe Medical Center

West 10 News: Readers' Poll Best Hospital
Saint Francis Hospital Bartlett

HOSPITAL LEADERSHIP RECOGNITIONS

American College of Healthcare Executives: Regent's Early Careerist Award

Brad Talbert, CEO, Coastal Carolina Hospital

Becker's Hospital Review: 25 Healthcare Leaders Under 40
Brett Lee, CEO, Lake Pointe Medical Center

Birmingham Business Journal: Birmingham's 50 Most Influential Executives

Garry Gause, President and CEO, Brookwood Medical Center

South Florida Hispanic Chamber of Commerce: Hispanic Leadership Award in Healthcare

Cristina Jimenez, COO, Coral Gables Hospital

Memphis Business Journal: Superwomen in Business
Gwen Bonner, COO, Saint Francis Hospital — Bartlett

Modern Healthcare: Up and Comer
Brett Lee, CEO, Lake Pointe Medical Center

Points North: 2013 Savvy & Successful Women
Debbie Keel, COO, North Fulton Regional Hospital

South Florida Business Journal: Power Leader in Health Care
Manny Linares, CEO, North Shore Medical Center

Tri-State Defender: Woman of Excellence
Gwen Bonner, CEO, Saint Francis Hospital-Bartlett

EXECUTIVE LEADERSHIP RECOGNITION

Modern Healthcare: 100 Most Influential People in Healthcare
Trevor Fetter, CEO

Modern Healthcare: 50 Most Influential Physician Executives
Dr. Kelvin Baggett, SVP, Clinical Operations & Chief Quality Officer

Dallas Business Journal: Top 40 Under 40
Vanessa Benavides, Chief Compliance Officer

COMPANY RECOGNITIONS

Dallas Business Journal: Healthiest Employer Award

ABOUT THIS REPORT

BOUNDARY & SCOPE

This is Tenet's fourth report on sustainability and covers our performance during calendar year 2013. Our initial report was issued in 2011 and covered our performance in calendar year 2010. The second report was published in July of 2012 and covered performance for the calendar year 2011, with our third report being published in August of 2013 covering our performance in calendar year 2012. At the request of our shareholders, we plan to issue a report on our sustainability initiatives annually and offer updates about our progress on a regular basis via the community section of our website, TenetHealth.com.

Unless otherwise stated, this report represents the consolidated results of our continuing operations including wholly-owned and majority-owned subsidiaries. These subsidiaries include those that own or lease our hospitals, outpatient centers, medical office buildings and the Conifer Health Solutions business, all of which are located in the United States. Performance related to suppliers, outsourcing vendors, or the operations of Vanguard Health Systems is not included; however, in future reports, performance figures will include legacy Vanguard facilities as they will have been further integrated into Tenet operations.

This report is designed to provide all of our stakeholders with insight into our company's progress and efforts pertaining to our economic value and our impact on the environment and community. A breakdown of our stakeholders can be viewed in the "Our Company" section of this report.

To determine our report content, our sustainability report team, in conjunction with external advisors, reviewed industry trends, feedback from stakeholders and the company's mission, strategy and priorities to determine indicators that were relevant to understanding our sustainability efforts. Given the nature of our business, the primary focus is on social indicators, especially those dealing with quality of patient care, advocacy efforts and workforce management. The proposed indicators were further evaluated for availability of data and then reviewed and approved by senior executives. Our goal is to expand our reporting, including additional goals, targets and indicators, in future reports.

GLOBAL REPORTING INITIATIVE

The Global Reporting Initiative (GRI) is an international nonprofit organization that maintains guidelines for companies to report their economic, environmental and social performance. This report follows the GRI G3.1 Application Level X Guidelines for sustainability reporting. GRI has confirmed that the report is fully compliant with its requirements for Level X reporting. An index cross-referencing the GRI indicators to our report content can be found on pages X and X.

Our senior vice president of Human Resources, Cathy Fraser, serves as executive champion for our sustainability efforts. This report is produced for our stakeholders, and we welcome feedback via Sustainability@TenetHealth.com.

GRI INDEX

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	PAGE(S)
STRATEGY & ANALYSIS			
1.1	Statement from the most senior decision-maker of the organization.	Full	
1.2	Description of key impacts, risks, and opportunities.	Full	
ORGANIZATIONAL PROFILE			
2.1	Name of the organization.	Full	
2.2	Primary brands, products, and/or services.	Full	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Full	
2.4	Location of organization's headquarters.	Full	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Full	
2.6	Nature of ownership and legal form.	Full	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Full	
2.8	Scale of the reporting organization.	Full	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Full	
2.10	Awards received in the reporting period.	Full	
REPORT PARAMETERS			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Full	
3.2	Date of most recent previous report (if any).	Full	
3.3	Reporting cycle (annual, biennial, etc.)	Full	
3.4	Contact point for questions regarding the report or its contents.	Full	
3.5	Process for defining report content.	Full	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Full	
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Full	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Full	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Full	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Full	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Full	
3.12	Table identifying the location of the Standard Disclosures in the report.	Full	
3.13	Policy and current practice with regard to seeking external assurance for the report.	Full	

GOVERNANCE, COMMITMENTS & ENGAGEMENT

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Full
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Full
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Full
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Full
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Full
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Full
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Full
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Full
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Full
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Full
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Full
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Full
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Full
4.14	List of stakeholder groups engaged by the organization.	Full
4.15	Basis for identification and selection of stakeholders with whom to engage.	Full
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Full
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Full

MANAGEMENT APPROACH EC

DMA EC1	Economic performance	Full
DMA EC2	Market presence	Full
DMA EC3	Indirect economic impacts	Full

MANAGEMENT APPROACH EN

DMA EN1	Materials	Full
DMA EN2	Energy	Full

DMA EN3	Water	Full
DMA EN4	Biodiversity	Full
DMA EN5	Emissions, effluents and waste	Full
DMA EN6	Products and services	Full
DMA EN7	Compliance	Full
DMA EN8	Transport	Full
DMA EN9	Overall	Full

MANAGEMENT APPROACH LA

DMA LA1	Employment	Full
DMA LA2	Labor/management relations	Full
DMA LA3	Occupational health and safety	Full
DMA LA4	Training and education	Full
DMA LA5	Diversity and equal opportunity	Full
DMA LA6	Equal remuneration for women and men	Full

MANAGEMENT APPROACH HR

DMA HR1	Investment and procurement practices	Full
DMA HR2	Non-discrimination	Full
DMA HR3	Freedom of association and collective bargaining	Full
DMA HR4	Child labor	Full
DMA HR5	Prevention of forced and compulsory labor	Full
DMA HR6	Security practices	Full
DMA HR7	Indigenous rights	Full
DMA HR8	Assessment	Full
DMA HR9	Remediation	Full

MANAGEMENT APPROACH SO

DMA SO1	Local communities	Full
DMA SO2	Corruption	Full
DMA SO3	Public policy	Full
DMA SO4	Anti-competitive behavior	Full
DMA SO5	Compliance	Full

MANAGEMENT APPROACH PR

DMA PR1	Customer health and safety	Full
DMA PR2	Product and service labelling	Full
DMA PR3	Marketing communications	Full
DMA PR4	Customer privacy	Full
DMA PR5	Compliance	Full

ECONOMIC

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Full
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Full

EC3	Coverage of the organization's defined benefit plan obligations.	Full
EC4	Significant financial assistance received from government.	Full
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Full
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Full
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Full
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Full
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Full

ENVIRONMENTAL

EN1	Materials used by weight or volume.	Full
EN2	Percentage of materials used that are recycled input materials.	Full
EN3	Direct energy consumption by primary energy source.	Full
EN4	Indirect energy consumption by primary source.	Partial
EN5	Energy saved due to conservation and efficiency improvements.	Full
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Full
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Full
EN8	Total water withdrawal by source.	Full
EN9	Water sources significantly affected by withdrawal of water.	Full
EN10	Percentage and total volume of water recycled and reused.	Full
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Full
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Full
EN13	Habitats protected or restored.	Full
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Full
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Full
EN16	Total direct and indirect greenhouse gas emissions by weight.	Full
EN17	Other relevant indirect greenhouse gas emissions by weight.	Full
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Full
EN19	Emissions of ozone-depleting substances by weight.	Full
EN20	NOx, SOx, and other significant air emissions by type and weight.	Full
EN21	Total water discharge by quality and destination.	Full
EN22	Total weight of waste by type and disposal method.	Full
EN23	Total number and volume of significant spills.	Full
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Full

EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Full
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Full
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Full
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Full
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Full
EN30	Total environmental protection expenditures and investments by type.	Full

SOCIAL: LABOR PRACTICES & DECENT WORK

LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partial
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Full
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Full
LA4	Percentage of employees covered by collective bargaining agreements.	Full
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Full
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Full
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partial
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partial
LA9	Health and safety topics covered in formal agreements with trade unions.	Full
LA10	Average hours of training per year per employee by gender, and by employee category.	Full
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Full
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Full
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partial
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Full
LA15	Return to work and retention rates after parental leave, by gender.	Full

SOCIAL: HUMAN RIGHTS

HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Full
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Full

HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partial
HR4	Total number of incidents of discrimination and actions taken.	Full
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Full
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Full
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Full
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Full
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Full
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Full
HR11	"Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms."	Full
SOCIAL: SOCIETY		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Full
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Full
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Full
SO4	Actions taken in response to incidents of corruption.	Full
SO5	Public policy positions and participation in public policy development and lobbying.	Full
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Full
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Full
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Full
SO9	Operations with significant potential or actual negative impacts on local communities.	Full
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Full
SOCIAL: PRODUCT RESPONSIBILITY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Full
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Full
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Full
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Full

PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Full
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Full
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Full
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Full
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Full



This document includes "forward-looking statements." Forward-looking statements are based on current expectations and involve known and unknown risks, uncertainties and other factors that may cause our actual results to be materially different from those expressed or implied. These factors include, among others, our ability to realize fully or at all the anticipated benefits of our merger with Vanguard and to successfully integrate the operations of our business and Vanguard's business; changes in health care and other laws and regulations; changes in economic conditions; adverse litigation or regulatory developments; the ability to enter into managed care provider arrangements on acceptable terms; changes in Medicare and Medicaid payments or reimbursement; adverse litigation or regulatory developments; competition; our success in implementing our business development plans and integrating newly acquired businesses; our ability to hire and retain qualified personnel; our significant indebtedness; the availability and terms of capital to fund the expansion of our business, including the acquisition of additional facilities; adverse fluctuations in interest rates and other risks related to interest rate swaps or any other hedging activities; the ability to continue to expand and realize earnings contributions from the revenue cycle management, health care information management, management services, and patient communications services businesses under our Conifer Health Solutions ("Conifer") subsidiary by marketing these services to third-party hospitals and other health care-related entities; and our ability to identify and execute on measures designed to save or control costs or streamline operations. These factors also include the positive and negative effects of health reform legislation on reimbursement and utilization and the future designs of provider networks and insurance plans, including pricing, provider participation, coverage and co-pays and deductibles. These and other risks and uncertainties are described in "Risk Factors" under Item 1A of Part I of our Annual Report on Form 10-K for the year ended December 31, 2013 ("Annual Report"), "Forward-Looking Statements" under Item 1 of Part I of our Annual Report, and "Forward-Looking Statements" under Item 2 of Part I of our Annual Report on Form 10-K for the year ended December 31, 2013. We disclaim any obligation to update any forward-looking statement in this presentation, whether as a result of changes in underlying factors, new information, future events or otherwise.

