



COMMITMENT *to our* **COMMUNITIES**

UHS 2021

Environmental, Social and Governance (ESG)

— PROFILE —



OUR MISSION

*Established in 1979 by Alan B. Miller,
Founder and Executive Chairman*

**To provide superior quality
healthcare services that:**

Patients recommend to family & friends,

Physicians prefer for their patients,

Purchasers select for their clients,

Employees are proud of, and

Investors seek for long-term returns.

*Our Mission statement has been
repeatedly praised by industry experts
for being honest and authentic, and
for identifying value offered to all key
stakeholders from our patients and
employees to our investors.*

Misty Campbell, RN

OUR IMPACT

2021 BY THE NUMBERS



3.2 MILLION
PATIENTS SERVED

\$12.6 BILLION
REVENUES

1,600+
PROVIDERS
OF PHYSICIAN
SERVICES

89,000
EMPLOYEES, GLOBALLY

20,100
NURSES



\$856
MILLION
INVESTMENT IN
EQUIPMENT, FACILITY
EXPANSIONS AND
RENOVATIONS

ACUTE CARE

**BEHAVIORAL
HEALTH**

305,000 inpatient
admissions

Over 700,000 total
patients served

1.6 million
patient days

6.2 million
patient days

1.1 million
outpatient visits
(excluding ER)

25 facilities
offering Patriot
Support Programs

31,800 births

283 inpatient beds
added in new and
existing facilities
in the U.S.

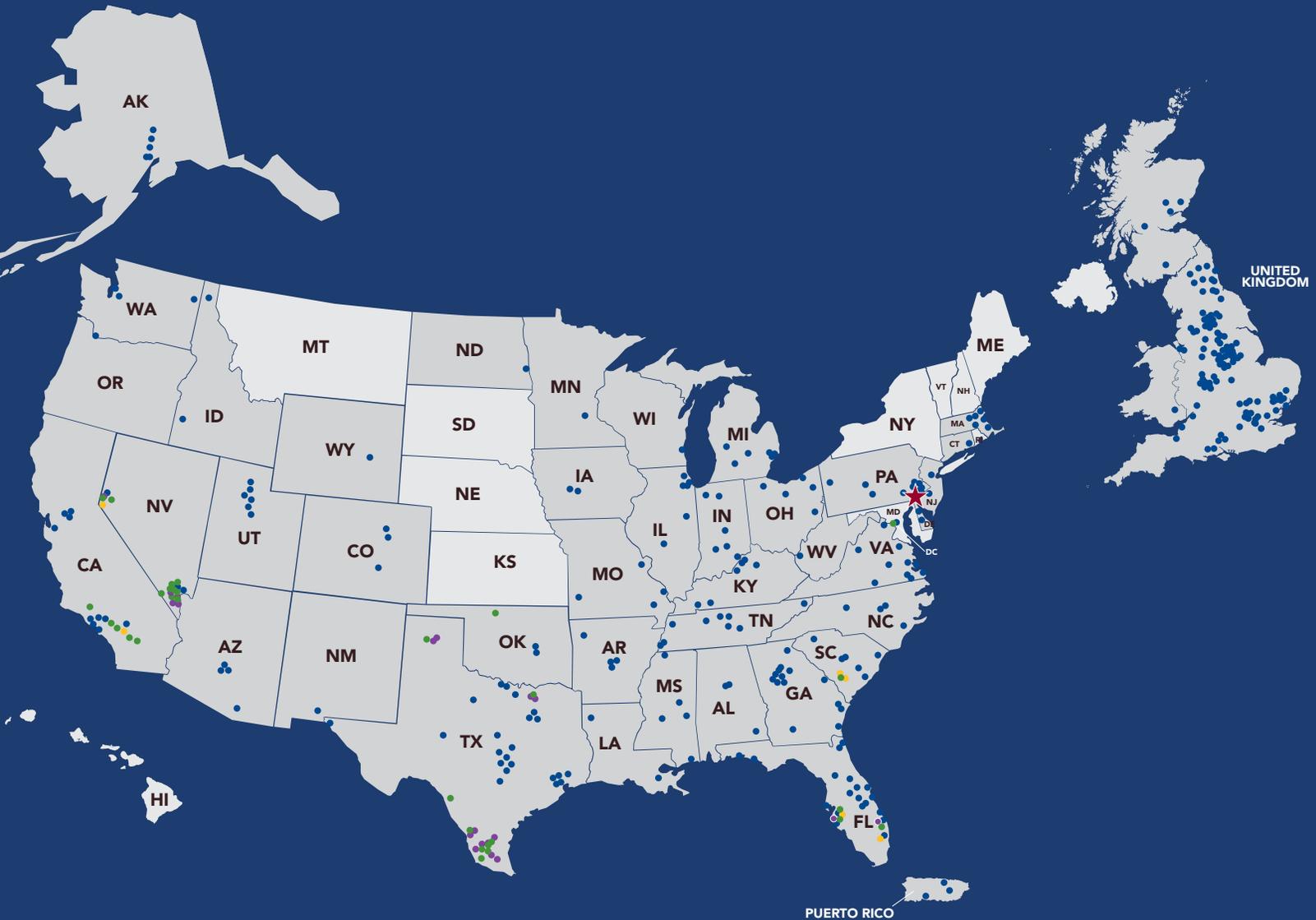
7 Accountable
Care Organizations
(ACOs)

\$85 million in
Medicare savings



27
JOINT VENTURE
PARTNERSHIPS

400+ FACILITIES ACROSS 39 U.S. STATES, WASHINGTON, D.C., PUERTO RICO & UNITED KINGDOM



- Acute Care Hospitals
- Ambulatory Centers
- Behavioral Health Facilities
- Freestanding Emergency Departments
- Universal Health Services, Inc. Corporate Headquarters

To explore our facilities using an interactive map, visit uhs.com/locations

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2021 ENVIRONMENTAL, SOCIAL AND GOVERNANCE

In our expanded Environmental, Social and Governance (ESG) profile, we describe the many impactful practices we employ across the enterprise, providing a snapshot of the sustainability efforts in place and achievements delivered. We invite you to learn more about our ESG goals and practices, the endeavors we use to protect and serve our stakeholder groups, and how we are identifying and mitigating challenges in the markets we serve.

For the full 2021 UHS Annual Report | ESG Profile, please visit ir.uhsinc.com/financial-information/annual-reports

OUR PRINCIPLES

We stand for excellence, each and every day, at each and every encounter. Our Principles set a high bar and reflect our purpose.



We Provide Superior Quality Patient Care



We Value Each Member of Our Team and All Their Good Work



We Are Committed to Being a Highly Ethical Healthcare Provider



We Are Devoted to Serving Our Local Community

Learn more: uhs.com/principles



Melodee Apodaca-Cosby, RN



2021 ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Our commitment to improving society in a meaningful way

Despite unprecedented challenges brought on by the pandemic and its multiple surges, UHS has continued its Environmental, Social and Governance (ESG) efforts focused on improving society in a meaningful way.

With commitment from the top down, and across our businesses, UHS continually explores ways in which to strengthen our involvement with, and commitment to, our environmental stewardship and sustainability, while maintaining our valued relationship with, and support for, employees, patients and served communities and do so utilizing well-respected, governing practices with integrity.

In the following section we describe the many impactful practices we employ across the enterprise, providing a snapshot of the sustainability efforts in place and achievements delivered. We invite you to learn more about our ESG goals and practices, the endeavors we use to protect and serve our stakeholder groups, and how we are identifying and mitigating challenges in the markets we serve.



OUR INVESTMENT IN ENVIRONMENTAL PROGRAMS

UHS complies with applicable legal and regulatory environmental standards to protect our patients, visitors, staff and environment. We continue to follow best practices in regards to managing our energy usages and consumption and disposing of waste for our existing facilities and buildings, including new construction and major reconstruction projects.



OPTIMIZING ENERGY EFFICIENCIES

UHS launched its Corporate Energy Efficiency Initiative in 2017 with goals of reducing U.S. facilities'

lighting energy consumption by 50%, and heating, ventilation, and air conditioning (HVAC) energy consumption in select Acute Care hospitals by 20%. With a \$36 million investment in upgrades to our light-emitting diode (LED) lighting and optimization of our large HVAC systems in U.S. facilities, we achieved these goals in late 2021.

LED lighting upgrades were carried out in more than 200 Acute Care and Behavioral Health facilities, including more than 250,000 fixtures and over 500,000 LED lights. The LED lighting products used were certified by ENERGY STAR® or DesignLights Consortium (DLC).

Retro- and Monitoring-Based Commissioning of HVAC systems was carried out at 14 Acute Care facilities, optimizing controls of 260 Air Handling Units, 48 Chillers, 49 Boilers and more than 10,000 Terminal Units/VAV boxes – and a savings of 18.9 million total kWh. Each of these facilities also had

Automatic Fault Detection & Diagnostic Systems installed and implemented to proactively identify, prioritize and address critical HVAC system components' failure and faults, per their energy savings potential.

Also, by end of 2021, all UHS Acute Care facilities and approximately 50% of Behavioral Health facilities were equipped with Building Automation System software and hardware.

The projects implemented to-date through this Corporate Energy Efficiency Initiative resulted in total measured and verified annual savings of 80.4 million kWh of electricity and 950,000 therms of natural gas, resulting in annual CO2 emission reduction of more than 62,000 metric tons.

Looking ahead, we expect to initiate new HVAC projects across the corporation as it not only produced meaningful energy savings, it also can potentially reduce labor costs, improve system reliability and extend equipment life.

To further identify energy saving opportunities, we will continue to monitor ENERGY STAR Portfolio Manager Scores of all our Acute Care hospitals.

**CORPORATE ENERGY EFFICIENCY INITIATIVE
ANNUAL CO2 EMISSION REDUCTION EQUATES TO:**

21,088

tons of waste recycled
instead of landfilled

68,527,577

pounds of coal burned, or 7,466
homes' electricity use for one year

13,484

passenger vehicles
removed from the road or
155,818,268 miles driven
by an average passenger
vehicle

Carbon sequestered by

1,025,183

tree seedlings grown for
10 years or 75,961 acres of
U.S. forests in one year

For his work designing and implementing UHS' Corporate Energy Efficiency Initiative, Assistant Director, Energy Management, Vaibhav Gagrani, PE, CEM, LEED AP, earned The Association of Energy Engineers' Distinguished Energy Professional Award in Fall 2021.



We also plan to leverage data from the Centralized Utility Bill Management System, which rolled out in 2020, to monitor and trend utility expenditures across the corporation more closely, and identify and act on potential issues faster.

Certifications and Registrations

In 2021, two of our Acute Care facilities, Aiken Regional Medical Centers and Manatee Memorial Hospital, earned ENERGY STAR Certification for their existing buildings. By end of 2022, we expect approximately 10 of our Acute Care facilities to hold this prestigious distinction.

UHS continues to invest in technologies including servers, desktop and laptop computers, displays and printers that meet Electronic Product Environmental Assessment Tool (EPEAT) and ENERGY STAR certifications. Nearly 90% of these devices in the UHS data center and back-up data centers, as well as our facilities, earned these certifications.



**ENVIRONMENTAL
OPPORTUNITIES FOR
GREEN BUILDING**

Construction and design of new builds, and/or major renovations are

completed with high environmental standards (each project's ENERGY STAR Score Rating must be 90 or higher), and in compliance with federal, state and local energy efficiency standards and energy codes.

Northern Nevada Sierra Medical Center, which is opening in March 2022, is expected to be Green Globe Certified. Looking ahead, any new construction and major renovation project of \$20 million or more will be registered for Green Building Initiatives' Green Globes or USGBC's LEED certification. Although we are confident our projects typically meet these standards, UHS plans to increase efforts to pursue official certifications.

Our future facilities are also being designed to incorporate environmentally friendly materials and processes:

Cedar Hill Regional Medical Center – Washington, D.C. *(est. opening December 2024)*

- Being designed to meet LEED for Healthcare v4, Silver rating per DC Green Building Code
- Expected to participate in DC recycling program
- Pursuing credits for reduction of global warming potential products, building products that are environmentally suitable from environmentally friendly (low carbon) vendors
- Materials also being specified for mercury, lead, cadmium and copper reduction
- Partnering with DC’s “Solar for All” program to build a solar array above the parking garage that will provide power to the grid to help subsidize neighboring housing energy costs

Our commitment to energy-conscious building, and subsequent demolition or waste removal, is reflected in the following recently completed or ongoing projects:

Granite Hills Hospital – West Allis, WI *(83,000 sq. ft. of new construction)*

Construction and design of this newly opened behavioral health facility successfully transformed a former contaminated Grey Site, while minimizing landfill waste and including use of energy-efficient products. In total, efforts included:

- Retaining 5,567 cubic yards of hazardous soils on site via berms, and out of landfills
- Hauling 21 truckloads of creosote-soaked railroad ties to a railroad company (not landfill) for reuse
- Properly disposing of nearly 37, 600 tons of hazardous fill
- Fitting all patient rooms with touchless faucets that are temperature controlled, and outfitted with timed flow stops
- Installing a 60,000 sq. ft. white roof to reduce heat buildup and energy use



Northern Nevada Sierra Medical Center – Reno, NV

(302,000 sq. ft. of new construction) and

Henderson Hospital Tower – Henderson, NV

(214,000 sq. ft. of new construction)

Our recent construction and major renovation work in Nevada involved multiple projects, most notably the new patient tower at Henderson Hospital and the \$300 million, full-service Northern Nevada Sierra Medical Center. During these Nevada-based projects:

- 698.7 tons of general construction and design materials were reused or recycled, earning a landfill diversion rate of 75%
- 543 tons of concrete, dirt, and asphalt were diverted, scoring an 83% landfill diversion rate
- Roofing with appropriately colored, energy-efficient and recyclable materials was installed

Prairie St. John’s – Fargo, ND

(144,924 sq. ft. current facility replaced with new 103,373 sq. ft. facility)

This new facility is expected to open by end of 2022. During construction, contractors were mindful of minimizing energy waste on site, diverting materials from landfills, and reusing materials:

- Metal studs used for walls and partitions were pre-cut at the supplier’s warehouse to reduce metal stud debris on site
- Debris from demolition of old building will be crushed onsite and used as base layer for new parking lots

Former Texoma Medical Center site – Denison, TX
(278,997 sq. ft. demolition)

In the 2021 demolition of an old hospital site, UHS' goals were to reduce the environmental impact of the site demolition and make efforts to ensure building materials were recycled, or properly disposed. During demolition activities, efforts included:

- Recycling of concrete, rebar, wiring, piping and all associated metals in the buildings
- Disposing of asbestos-containing building materials or clean construction debris in an EPA designated landfill
- Transporting approximately 28,875 tons of building material, sidewalks, canopies, etc. to a recycling plant where it was crushed and made into gravel
- Removing approximately 1,080 tons of materials from buildings and sidewalks from the site, and transporting it to a metal recycling plant

**Southwest Healthcare System
Inland Valley Medical Center
Campus – Wildomar, CA**
(240,000 sq. ft./ renovation)
and
**Rancho Springs Medical Center
Campus – Murrieta, CA**
(36,000 sq. ft./renovation)

Inland Valley Medical Center and Rancho Springs Medical Center recent renovations included outfitting the buildings with LED fixtures and occupancy sensors to reduce the lighting energy in the building when on, or when space is unoccupied. Highlights of our conservation efforts included:

- All Heating Hot Water and Chilled Water systems' pumps were updated with Variable Frequency Drives
- Firetube condensing boilers offering superior efficiencies and low emissions were utilized
- 80% of construction and demolition waste was diverted from landfills



ENVIRONMENTAL SERVICES

UHS works to utilize processes and services that are designed to make its work environments

more eco-friendly and sustainable, while safe for employees, staff and visitors.

Centennial Hills Hospital Medical Center, Spring Valley Hospital Medical Center, Henderson Hospital, Fort Duncan Regional Medical Center, and St. Mary's Regional Medical Center participated in and earned the AORN GO CLEAR Award™ - Gold for 2020-2023 for the smoke-free environment of their operating rooms. This award is a comprehensive approach to ensure a smoke-free environment wherever surgical smoke is generated to protect patient and worker safety. Other facilities are working on the requirements and will submit applications when ready.

Chemical Management

Environmental Service operations are committed to using environmentally friendly chemicals and processes. The teams use a combination of Green Seal and GREENGUARD chemicals to clean our hospitals and maintain a clean and safe environment.

Environmental Service operations invests in machines which electrically convert water into a detergent-free cleaning agent for floor care. This technology enables many facilities to significantly reduce the amount of chemicals used to clean flooring.

Further, throughout our organization we continued to use an environmentally preferable, low-odor and zinc-free floor protector to seal and protect our floors. This has allowed us to decrease chemical usage by reducing the frequency of stripping operations.



RESPONSIBLE POLLUTION AND WASTE MANAGEMENT

Facilities participate in annual waste training to support our initiative for

disposing waste responsibly. Data on waste streams are collected monthly and reported through the individual hospitals' Environment of Care committee (EOC). The EOC identifies opportunities to reduce non-recycled material and increase recycled material. In 2021, this initiative recycled 14 million+ pounds of material.

Acute Care facilities participate in a waste-to-energy initiative through our waste stream providers, contributing 3.8 million pounds to this process in 2021. The waste-to-energy process creates energy from the primary treatment of waste, creating electricity and/or heat.

Contracts are in place for responsible disposal of regulated and hazardous waste, including both hazardous and non-hazardous pharmaceutical waste. Also, Prescription Destroyer/Stericycle containers are used to render controlled substances "non-retrievable."

For example, at Palmdale Regional Medical Center, a facility-wide sustainability program includes reusable sharps and pharmaceutical waste containers through Stericycle®; paper recycling through Iron Mountain®; pallet recycling and can and bottle recycling.

In the U.K., our Cygnet Health Care facilities are actively promoting the recycling of their cooking oil. In 2021, more than 6,100 liters of cooking oil were successfully recycled into biodiesel.



REPROCESSING AND WASTE DIVERSION

Reprocessing and Waste Diversion efforts are in place at Corporate as well as at the facility level.

Supported by the dedication and commitment of our staff, these initiatives help reduce our carbon footprint and increase the recycle stream.

Our Acute Care facilities use vendors such as Stryker® Sustainability, Sterilmed® and Innovative Health to assist with reprocessing and/or remanufacturing of single use devices. These FDA-approved, third-party programs allow for:

- collection of single-use devices
- the buy-back of remanufactured devices at a 50% discount
- the vendors' purchase of our used devices at pre-determined fees, for resale of remanufactured product to another facility or breakdown of product, and recycling of components (depending on composition)



In 2021, our Pharmacy and Supply Chain Value Analysis teams worked together to purchase RX Crusher devices and supplies to safely contain aerosolization of powder when hazardous pills are crushed. These devices were purchased for UHS hospital medication rooms.

Purchases of exam gloves used at our Acute Care, Behavioral Health and IPM locations are standardized to comply with USP800, as well as to meet ASTM 6978 minimum standard, when possible. Shortages during the pandemic caused some disruptions, yet looking ahead, the team is focused on meeting these standards.

After proper security measures are taken, UHS' end-of-life computer equipment is recycled through a vendor managed program. As a data privacy and security precaution, we do not donate used equipment to other third-party organizations.

Conservation of Natural Resources

In 2021, we continued to leverage technology, digitizing historic paper documents, and shifting to collecting and sharing data through electronic means, when possible, in efforts to reduce our paper consumption. Use of paper faxes has been substantially reduced as we have adopted online, digital fax solutions in our Behavioral Health hospitals for patient referrals. Also, as part of CMS' Promoting Interoperability standards, our Acute Care facilities comply with secure email-based continuity of care standards in their communications with other health providers eliminating large, paper-based records transfers.

Within the food and environmental service operations, we remain committed to reduce paper consumption. Through leveraging technology – such as moving paper forms to electronic – these operations alone have reduced paper use by more than 34,000 sheets in the past year.

When multiple devices are appropriate, multi-function printers are used to reduce duplicative hardware and energy usage. As a further conservation step, high-volume, multi-function printers will soon default to duplex printing to reduce paper usage.



In 2017, Lakewood Ranch Medical Center's EVS director, Donny Long, launched an aggressive recycling program. Four years later, the facilities' carbon footprint fell from 260 trucks annually to 50. During the same time period, the recycling program improved from 8% of waste being recycled to a record to date, 35.4%. Long said, "These results couldn't have been achieved without the commitment and dedication of our employees to keep Sarasota County environmentally safe and green."



CULINARY AND NUTRITION STANDARDS

As part of the Corporate Supply Chain structure, the Culinary and Nutrition Department has direct

influence over the overall food program sourcing and contracting. This team of Licensed Registered Dietitians and ACF Certified Chefs also has operational influence over UHS' Behavioral Health Division.

Despite the continuing pandemic, and disruptions for food supplies and staffing, the Culinary and Nutrition Department has stayed true to its Food as Healing Fuel approach, being mindful of the importance of food in a patient's healing, while continually seeking ways to reduce waste and improve efficiencies.

The team's environmentally conscious approach is evident in all touch points, from designing of kitchens, ordering of ingredients, creation of recipes, through to preparation and delivery of meals. The team continually looks to introduce products that not only maximize efficiencies, but also improve the patient experience. When designing new or refurbished kitchens, the team utilizes energy-efficient equipment and products/processes to minimize energy usage and waste. Culinary teams are also being educated about the best way to utilize equipment, and the importance of reducing power draws to only those times the piece of equipment is needed.

In December 2018, the team started using software and Corporately Managed Order Guides to ensure facilities were only ordering, and thus producing, what was needed. Use of these tools, and subsequent elimination of waste, proved essential as food supply shortages, shorted inbound freight, and manufacturer stoppages increased significantly during the pandemic.

Through use of these Guides and batched recipe software, the price per patient day within the Behavioral Health Division in 2021 was \$0.68 lower than the previous year, and the number of cases of product used by our facilities fell 8.2%, which helped the team mitigate the marketplace's high inflation.

We plan to expand our use of software and Core List Management to another 40 Behavioral Health facilities this year.

Since 2017, the team has offered eco-friendly take-out containers in its retail operations and worked to reduce its use of disposable containers and patient trays. However, the pandemic and the clinical need for disposables complicated this goal, and our priority turned toward securing products for the immediate need. Nonetheless, what developed from this unprecedented national demand was an increase in sources and production of non-plastic foam disposable containers. We took advantage of this trend and switched to these products when supply availability and cost made it



During the pandemic, the Culinary and Nutrition team increased its focus on compliance. These efforts have contributed to a significant increase in earnings in the past year:

- More than **\$3.6 million** in rebates and incentives from US Foods
- **\$780,000** in rebates and incentives from Premier GPO
- **11% increase** in its cold beverage vending commission from Coca-Cola®
- **51% increase** in commission under new vendor, Canteen One (\$163,000 in first nine months)



In 2021, seven UHS Acute Care hospitals earned Gluten Intolerance Group's certification as Gluten-Free Food Service programs. Only two other hospitals in the U.S. earned this distinction.

- Centennial Hills Hospital Medical Center
- Desert Springs Hospital Medical Center
- Lakewood Ranch Medical Center
- Northwest Texas Healthcare System
- Summerlin Hospital Medical Center
- The George Washington University Hospital
- Valley Hospital Medical Center

possible. Concurrently, we continued efforts toward replacing disposable plates, utensils and trays with more sustainable permanent alternatives, such as melamine-based goods, where appropriate, for our patients.

UHS continues to rework and expand its menus to meet the needs of its patients, staff and visitors.

While gluten-free menu options had been available, in 2021, our Acute Care Support Services team worked with select hospitals to earn Gluten Free certifications. By year end, seven UHS Acute Care hospitals were validated as "Gluten Free Safe Spots" by the Gluten Intolerance Group. To earn this distinction, facilities underwent a comprehensive training and audit ensuring they met the highest standards related to cross-contamination prevention and meal quality. Each hospital then is re-certified annually to ensure compliance. In 2022, we look to expand this program further throughout our Acute Care hospitals, and across our Behavioral Health facilities.

UHS also has begun to identify and include more plant-based menu items on patient and café menus at our Acute Care and Behavioral Health facilities. We have expanded menu options and continue to build recipes in our dietary software system to be used in patient and café menus.

By changing culinary offerings to a more plant-based diet, we are improving the health of our communities by reducing the intake of saturated fat and increasing the intake of fiber and other micronutrients, such as magnesium and potassium. Additionally, through the shift to include plant-based options, we are reducing carbon emissions and environmental contamination.

Looking ahead, UHS will focus on improving means of monitoring sustainability data corporate wide as well as work toward developing initiatives focused on Energy Procurement, Water Management and Waste Management and Reprocessing.



OUR COMMITMENT TO SOCIAL CAUSES

At UHS, we are committed to supporting, protecting, serving and engaging with key stakeholder audiences including employees, physicians, patients and the communities we serve. We proudly provide meaningful contributions in many ways, making a positive and lasting impact.

CORPORATE RECOGNITION

UHS is respected in the healthcare industry, building an impressive record of achievement, including:

- Being named year after year to Fortune World's Most Admired list; the Fortune 500 ranking; and the Forbes Global 2000.
- In the Philadelphia region – our corporate headquarters location – UHS ranked among the largest employers, largest healthcare systems, and top public companies in the region by the Philadelphia Business Journal.
- Being a founding member company supporting the Veterans Jobs Mission, the leading private-sector solution addressing U.S. military veteran unemployment. In 2021, UHS has employed more than 1,500 veterans, an increase of 24% since 2020.



HIGH-QUALITY HEALTHCARE SERVICES

Our hospitals, facilities and teams have attained numerous accolades for the care we deliver and the leadership we demonstrate including:

- Twelve Acute Care hospitals earned an “A” safety grade from The Leapfrog Group. In total, nearly 75% of our hospitals earned an “A” or “B” safety grade, recognizing our efforts in protecting patients from harm and meeting the highest safety standards.
- UHS was named the #1 “Healthcare System” for reputation score by Reputation.com. Our Acute Care hospitals were rated 4.2 out of 5 stars, surpassing most in-market competitors.
- Patients at our Behavioral Health facilities rated their care 4.4 out of 5 in our patient satisfaction surveys. Of patients surveyed, 91% report upon discharge that they felt better following treatment at our facility.
- In CMS’ Inpatient Psychiatric Facility Quality Reporting requirements, our Behavioral Health facilities are compared to approximately 1,500 other psychiatric hospitals across the country. UHS results exceed the national averages in 11 out of 16 indicators.
- We consistently maintain our high standards across the portfolio and 82% of Cygnet facilities are rated Good or Outstanding by U.K. regulators.

COMMUNITY PARTNERS

UHS has a long-standing record and commitment to clinical excellence, high patient satisfaction and outcome measurement. Our comprehensive use of various evidence-based clinical outcome assessment metrics allows us to effectively track and measure our performances, and identify opportunities to improve patients' quality of care and satisfaction.

UHS' Behavioral Health Division offers a wide variety of programs and services to TRICARE® members and their beneficiaries. In addition, specialized Patriot Support Programs are available at 25 of our U.S. facilities providing high-quality, behavioral health care to active-duty military personnel, Veterans, first

responders and their families. Each program has a dedicated military liaison to ensure appropriate and consistent communication. In 2021, UHS Behavioral Health Facilities and Patriot Support Programs provided care for more than 18,000 service members, Veterans and family members, an increase of 9% since 2020.

CHARITABLE CARE

In 2021, UHS Acute Care facilities in the U.S. contributed \$2 billion in charity care and uninsured discounts to qualified patients.

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Community Outreach

Throughout the year, individual facilities offer a variety of free programs and events to help educate and support the local communities, such as health and wellness classes and screenings, seminars, support groups and health-related services and events.

Our community stewardship also includes donations, employees volunteering time and hosting fundraising events (i.e., toy drives, food collections, organized walks, etc.) to benefit a wide range of healthcare, civic and community-based organizations throughout the year. Here are some of the many recipients of these actions:



While UHS focuses on providing quality care to patients' physical and mental health, we also recognize the importance of meeting their social needs as well. An estimated 11.5% of adults in the U.S. are food insecure. Insufficient food intake or malnutrition may increase the risk of issues such as diabetes, hypertension, asthma, tooth decay, anemia, infection, birth defects, depression, anxiety, emotional imbalance, stress, and starvation.

Recently, The George Washington University Hospital has been working with the Food Insecurity Project, to identify its inpatients who were food insecure. We learned 54% of screened inpatients were indeed food insecure, and of those, only about 40% were currently receiving Supplemental Nutrition Assistance Program (SNAP) benefits. Our dietitians consulted with these patients, and at discharge, were given information about available federal and state food assistance programs, such as SNAP, that are available to them. We are sharing our experience with other UHS facilities to increase awareness of the social determinants of health, how to identify them and how to address the problem.



REACTION TO COVID-19

Over the past two years, all healthcare providers have navigated uncharted waters. Nonetheless, at UHS, we have continually risen as a team to meet the challenges presented by the COVID-19 pandemic. Together, we continued to be safe, trusted providers of high-quality healthcare and valued resources for evidence-based information and guidance to our served communities.

#HEALTHCAREHEROES

Their resilience is remarkable. Our frontline providers stepped up time and time again to meet demands for quality care and compassion through each of the pandemic's surges. Meanwhile, internal procurement teams took on the challenge of securing critical medical supplies, equipment and staff, despite supply chain disruptions and shortages in competitive markets. Our Incident Command and Communication teams worked together to provide continual, up-to-date guidance to facility leadership throughout the organization regarding treatment and safety protocols. Further, environmental teams worked to improve efficiencies and, when needed, implemented additional protocols to ensure safe, clean and trusted environments for our patients, visitors and staff.

Throughout, our Acute Care hospitals and clinics provided care for those affected by the COVID-19 virus, including serving as monoclonal antibody infusion treatment sites in some cities. In December 2020, Health and Human Services Secretary Alex Azar and U.S. Surgeon General Jerome Adams were onsite at The George Washington University Hospital

to participate in the National Ceremonial COVID-19 Vaccination Kick Off Event. Since then, these facilities also served as key access points and/or sources of information for vaccinations and boosters.

SUPPLY CHAIN SUSTAINABILITY

In 2021, UHS supply teams increased spending, built a supply cache and sought alternative suppliers to garner needed and sustainable inventory levels in order to protect our staff and patients. This included additional sourcing of powered air-purifying respirators (PAPRs), elastomeric respirators, ventilators, high-pressure non-invasive ventilators, and rental of patient beds, ventilators, IV pumps and feeding pumps to supplement current inventories during peak COVID times.

Also, in 2021 UHS established a Corporate Warehouse to store essential personal protective equipment (PPE), such as cover gowns, exam gloves and N95 masks to serve as a back-up reserve for our hospitals during their PPE shortages.

To comply with a state law enacted in April 2021, our five Acute Care facilities in California have since collected and maintained a 90-day supply of eye protection, isolation gowns, surgical masks, N95 masks, shoe coverings, PAPRs and elastomeric respirators.

In partnership with Premier, UHS acquired a minority stake in Prestige Ameritech to provide an additional U.S.-based supplier of PPE. In September 2021, UHS partnered again with Premier and others to acquire a minority stake in Exela Holdings, Inc. to shore up a vital supply of pharmaceutical products and support domestic production.

EMPLOYEE ASSISTANCE

While these actions helped to protect the physical health of our employees, steps also were taken in the past year to address their mental well-being as well. Most recently in September 2021, we launched

a new 24/7 confidential Employee Assistance Program (EAP) for employees and family members. Through the service, employees have access to up to three free counseling sessions per issue, per year, in addition to self-guided modules focused on well-being screening, stress reduction, mindfulness and meditation, as well as other resources. At the facility level, initiatives such as the creation of “Recharge Rooms” or weekly Psychology staff drop-ins were implemented to support our most valued asset – our employees.

The UHS Foundation was established to provide financial assistance to our employees negatively affected due to natural disasters, such as hurricanes or fires. We extended its eligibility to include those employees enduring hardships due to a national public health pandemic.



“The pandemic taught us a little more about shared sacrifice. Through unified orchestration, our team effectively established and deployed many best practices. The effort all hinged on our employees. Every one of them... they never wavered. And for that, I am eternally grateful.”

PRESIDENT & CEO MARC D. MILLER AT THE 2021 BEN FRANKLIN GLOBAL FORUM IN PHILADELPHIA, HONORING U.S. MILITARY GOLD STAR FAMILIES



LEADERSHIP APPOINTMENTS AND DISTINCTIONS

UHS leaders are talented, dedicated professionals who are often recognized by their industry peers. Below are some of our leadership team who have been elected to local Board of Directors/Trustees and/or who have been recognized by their local communities for their contributions:



Marc D. Miller, President and CEO, was named to the Board of Directors for the **Federation of American Hospitals (FAH)**. In addition, he has been a member of the Board of Directors of **Premier** since 2015. He is one of ten board members focused on guiding the company as it looks to improve its members' quality outcomes, while concurrently, safely reducing costs.



Geraldine Johnson Geckle, Senior Vice President, Human Resources, serves as Vice Chair, Board of Advisors, College of Arts and Sciences at **Loyola University Maryland**. She recently made a gift to the University to support equity and inclusion initiatives as well as capital renovations to Beatty Hall for the Miguel B. Fernandez Family Center for Innovation and Collaborative Learning.



Matt Peterson, Executive Vice President and President, Behavioral Health Division, was named Chairman of the Board of Trustees of the **National Association for Behavioral Health (NABH)** for the 2022 calendar year. He is also a Fellow of the **American College of Healthcare Executives (FACHE)**, and a Fellow of the **Healthcare Financial Management Association (FHFMA)**.



Karen E. Johnson, MSW, Senior Vice President and Chief Clinical Officer, Behavioral Health Division, serves on the Health Systems Corporate Liaison Group of **The Joint Commission**. She serves on the Quality Committee of the **NABH**. In addition, she serves on the Executive Committee of the **National Action Alliance for Suicide Prevention**, leading implementation of Zero Suicide at UHS facilities, while also serving on the Transforming Health Systems component of the Action Alliance.



Mark Friedlander, MD, MBA, Vice President and Chief Medical Officer, Behavioral Health Division, was elected as a delegate from the Pennsylvania Medical Society to the **American Medical Association**.



Karla Perez, Regional Vice President, Acute Care Division, is a board member of the **Las Vegas Metro Chamber of Commerce**; **Nevada Mutual Insurance Company**; the **Nevada State Bank** and **Nathan Adelson Hospice**.



Kevin DiLallo, Group Vice President, Acute Care Division, recently received the **Manatee County Government, Work that Matters** Challenge Coin and Certificate for his distinguished service during his tenure as the CEO and Group Vice President of the Manatee Healthcare System.



Kimberly D. Russo, CEO, The George Washington University Hospital, and Group Vice President, serves on several boards including **The Leukemia & Lymphoma Society, National Capital Area**; the **Economic Club**; and the **Regional Policy Board for AHA**. In 2019 and 2021, Washingtonian Magazine named Kim to their list of Washington's Most Powerful Women.



Ethan Permenter, Divisional Vice President, was appointed an At-Large member of the **NABH** for the 2022 calendar year.



MAJ Mark C. Fleming, Ph.D., Regional Vice President, and Major in the U.S. Army National Guard, began a four-year term as a board member of the **National Register of Health Service Psychologists**. He also serves on the **Board of Examiners of Psychology**; serves as a Board Member for **Project Return**; and a Board Member on **Mental Health America of the MidSouth**. Mark was awarded the **2021 Innovation Award by the National Guard Behavioral Health Working Group** for exceptional innovation and implementation of programs that improve behavioral healthcare for soldiers and families of the Army National Guard.



Tim Bedford, CEO, Emerald Coast Behavioral Hospital, serves on several boards including the **NAMI Bay County Board; Warrior Beach Retreat; Florida State Panama City Development**

Board; SPARE local chapter for suicide prevention; and the **Panama City Chamber of Commerce**.



Allison Davenport, CEO of Riveredge Hospital, was listed by **Crain's Chicago Business Notable Executives of Color in Healthcare**.



Jaime Fernandez, Group CEO, serves on the Board of Directors for the **Virginia Hospital and Healthcare Association**.



Shane Frazier, MBA, BSN, RN, CEO, Pinnacle Pointe Behavioral Healthcare System, serves as Vice Chair for the **Board of the Children's Protection Center**. He also serves on the **Board**

of Managers of the Arkansas Provider Coalition; and the **Community Council for the Little Rock Air Force Base**. In 2022, Shane was selected by the readers of Arkansas Money & Politics magazine as one of the top C-Suite Executives of the year.



Andy Guz, CEO of Lakewood Ranch Medical Center, serves on the **Lakewood Ranch Community Fund;** the **Greater Sarasota Chamber of Commerce;** and is a member of the

American College of Healthcare Executives (ACHE). He also serves on the **Bradenton Area Economic Development Corporation** and is a Board member for **Meals on Wheels PLUS of Manatee County**.



Kurtis Hooks, CEO of Virginia Beach Psychiatric Center, is a Trustee for the **Hampton Roads Chamber of Commerce;** is a member of the **Executive Healthcare Committee of**

the Virginia Chamber of Commerce; he also serves as Chair of the **Behavioral Health Committee of the Virginia Health and Hospital Association**. In addition, he was appointed by Virginia Beach City Council to the **5/31 Memorial Committee** (commemorating the 5/31/2019 Virginia Beach Mass Shooting Tragedy) and is a founding member of the **Hampton Roads Opioid Working Group**.



Rachel Legend, Group Director, serves on Massachusetts' **Overdose Prevention and Intervention Task Force;** and is a member of the **Council on Substance Abuse Prevention**.



Krista Roberts, CEO, St. Mary's Regional Medical Center, serves on the **Vance Development Authority;** the **Council on Finance & Strategic Information** and the **Council on Rural Health with**

the Oklahoma Hospital Association; and **Leadership Oklahoma** as ambassador, Northwest Oklahoma. She was one of three finalists for the 2021 **Pillar of the Plains** award for her work to better the Enid community.



Robin Weagley, CEO of The Meadows Psychiatric Center, was named as one of the 2021 Women Making a Difference, as selected by community leaders and readers of the **Pennsylvania Business Central**.



John Willingham, Divisional Vice President, serves on the **SCHA Board of Directors;** the **Workforce Advisory Council;** and the **Hospital and Healthsystem Association**

of PA Political Action Committee.



Salt Lake Behavioral Health CEO, Kreg Gillman, recognized as patriotic employer by The Office of the Secretary of Defense Employer Support of the Guard and Reserve, in connection with the Utah Air National Guard for his role in supporting employees serving in the military but also his large role in supporting the mental health of active-duty members through the facilities' Strong Hope and Courage to Change programs.

Our Workforce

At UHS it's a team effort! The UHS corporate office team members work hard to support our hospital and facility colleagues, who in turn are committed to providing superior care to our patients. Together this team of 89,000 individuals allows UHS to make meaningful impact on our patients, their families and the communities we serve.

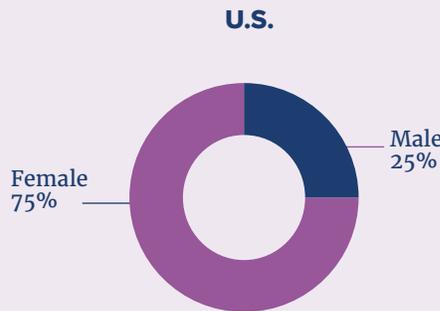
Our policy is to provide equal employment opportunity to all employees and applicants. We are fully compliant with all federal, state and local laws and regulations relating to equal opportunity employment and nondiscrimination matters for all protected classes of employees (i.e., religion, color, gender, sexual orientation, age, disability and military status, among others).



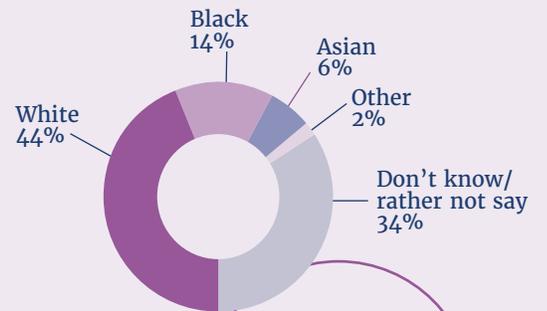
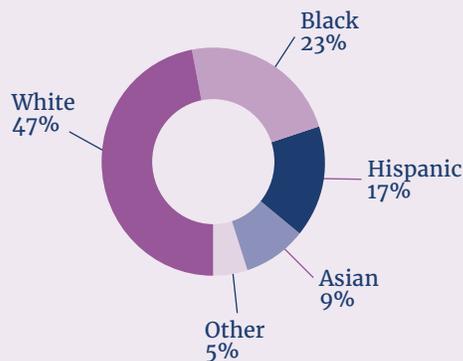
Gary Diep, RN

THE DIVERSITY OF OUR WORKFORCE IS OUTLINED BELOW:

Gender Distribution
All Employees



Ethnicity Breakdown
All Employees



In the U.K., our 10,000+ Cygnet workforce is comprised of more than 110 nationalities.

EMPLOYEE DEVELOPMENT & TRAINING

We love empowering our people! Whether it be through formal training programs or informal mentoring and networking opportunities, individuals are able to develop their skills and benefit from support and inspiration from helpful, experienced professionals.

UHS' Learning and Development team offers a variety of professional and leadership development programs to strengthen our company, to support our employees' career goals, and assist with succession planning.

The Corporate New Employee Orientation program introduces new employees to UHS' Mission, Vision, Principles, and Values, our policies and procedures, as well as employee benefits and resources. Also as part of their onboarding process, new Corporate employees participate in a two-hour Service Excellence training session to learn about:

- Service Excellence Attributes that serve as the foundation of UHS' corporate culture — continuous improvement, employee development, ethical and fair treatment of all, teamwork, compassion, and innovation in service delivery.
- Service Excellence Standards that define how we interact daily — treating everyone as a guest, demonstrating professionalism and excellence, and practicing teamwork.

A Service Excellence Facilitator Workshop is offered to expand awareness and adoption of these core Attributes and Standards throughout all subsidiary entities. Workshop participants are identified by local leadership with CEO approval and certified by the Learning and Development team to deliver Service Excellence training at their respective facilities.

“Training programs have always been baked into the UHS landscape.”

Geraldine Johnson Geckle,
UHS Senior Vice President,
Human Resources

Developing an Internal Talent Pipeline

UHS is vested in identifying and nurturing the leadership qualities of team members, from our first-time managers to top-level executives. Our L3 Executive Development Program was developed for aspiring CEOs of Acute Care and Behavioral Health facilities. Called L3 because it focuses on the three leadership qualities of innovation, execution and results, this rigorous program exposes high-potential employees to a variety of relevant learning experiences. Participants in the Acute Care and Behavioral Health L3 programs have at least 15 hours of formal training, including classroom and/or virtual sessions. It also has informal elements including one-on-one access to a skip-level mentor, next-level 'learn by doing' stretch assignments and an action learning team project.

The time to complete the Acute Care L3 program depends on course scheduling/delivery. Once participants have completed the core curriculum they are invited to participate in monthly webinars. The Behavioral Health core curriculum is typically completed within 2-3 months.

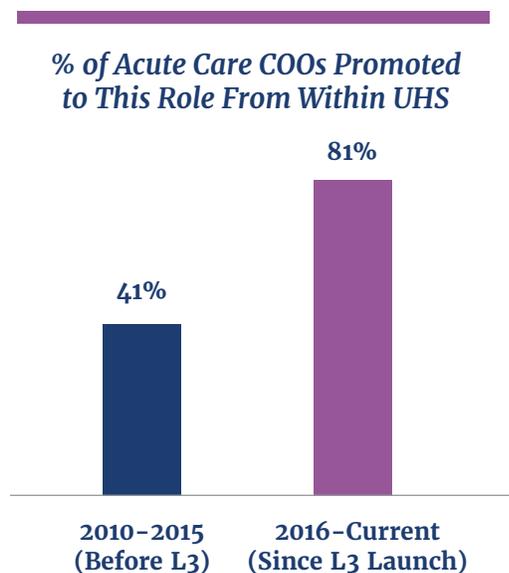
We offer a COO-in-Training Program designed to provide an executive-level, CEO training curriculum for high caliber leaders. Our development is designed for project-based interactive learning with a focus on technical and leadership skills. The COOs are mentored by CEOs and Vice Presidents. Upon completion of the training, COOs are matched with a CEO position within the Behavioral Health Division.

Our industry-unique Leadership Summit provides an orientation for CEOs new to UHS. Each CEO completes three interactive sessions (approximately 20 hours) of coursework within the first year. The Summit allows the cohort of new CEOs to gain exposure to the UHS network of resources while receiving an orientation to UHS processes. This commitment to professional development results in our strong clinical outcomes provided by a team of talented and skilled leaders.



By using ROI studies and evaluations, we continue to measure our programs to ensure alignment with business goals and challenges, as well as the changing healthcare environment. We also seek to measure their effectiveness and modify and/or introduce new learning initiatives as needed.

Implementation of the L3 program has led to a meaningful increase in the percentage of executives who were promoted within the company, especially among Acute Care Chief Operating Officers (COOs). As seen by chart below, since the launch of the L3 program, the percentage of COOs who were promoted to this position from within the company nearly doubled to 81%!



Encouraged by these results, and to further strengthen employees' career growth opportunities, UHS will launch additional L3 programs in 2022. The new L3 for Acute Care Nursing and L3 for Behavioral Health Nursing will be aimed at those qualified employees seeking the Chief Nursing Officer role.

UHS' core m3 Management Development Program is designed for Corporate, Acute Care, Behavioral Health, IPM and Prominence Health Plan employees of all leadership levels and covers three areas of focus: Fundamental, Influence and Strategic Management. The curriculum includes multiple virtual classroom and online modules, each typically 2-3 hours in length, and is completed within a two-year period.

One of the most important roles of a manager is to ensure that our employees are learning, growing and developing. To support our managers, we provide various resources, such as coaching guides, webinars, on-line classes and more.

Training programs include specialty tracks (i.e., for Nursing, COOs, CFOs, Emerging Leaders, etc.) and are constantly evolving. In 2021, HR Essentials was launched for all supervisors with direct reports to create awareness for HR basics, their role and responsibilities, and importance of partnering with local HR department and leadership to foster and ensure a compliant, risk-avoidant, positive and safe work environment for all employees. In early 2022, Business Basics was implemented for Corporate employees looking to enhance their professional skills, such as business writing, email etiquette and time management, as well as others.

In addition to formal training programs, UHS employees have access to a Corporate Divisional team. Due to UHS' size and scope, these teams are able to share best practices and expertise across most key areas of the business (i.e., Clinical, Business Development, Managed Care, Finance, Risk, etc.). Within the Behavioral Health Division, this network of colleagues typically are those who started at the local facility level, and thus have experienced the "day-to-day" work, and can speak to the nuances of the local environment and/or facility. Access to this network not only gives employees insight on opportunities of advancement within the company, but also peace of mind that they are consulting with someone with hands-on experience in their role, building credibility and trust.

m3 COUNTS FOR 2021



5,400+ HOURS OF m3 TRAINING DELIVERED



2,000+ EMPLOYEES ATTENDING m3 PROGRAMS*

(*Employees may have attended more than one session)



144 m3 PROGRAMS CONDUCTED

THE UHS GRADUATE MEDICAL EDUCATION PROGRAM

In early 2018, the UHS Acute Care Division, Quality, Physician Leadership, GME and Research (UHS GME) set out to successfully grow the UHS Graduate Medical Education (GME) Program with the goal of developing excellence in graduate medical education and creating a reliable pipeline of newly trained physicians and pharmacists to join our Acute Care facilities' local practices and affiliated Accountable Care Organizations through resident and fellow retention.

UHS Sponsored Programs

Between June 2018 and July 2022, the number of UHS Sponsored Programs more than tripled, from 5 programs to 18. These programs are operating out of Manatee Memorial Hospital, The Valley Health System GME Consortium, UHS Southern California Medical Education Consortium (UHS SoCal MEC), Texoma Medical Center, and Wellington Regional Medical Center. Active programs include residency specialties in Emergency Medicine, Family Medicine, General Surgery, Internal Medicine, Pharmacy and Transitional Year.

We are continuing to develop programs and, by July 2024, expect to have 28 UHS Sponsored Programs in place, including new programs at Aiken Regional Medical Centers, The Valley Health System GME Consortium and UHS SoCal MEC.

New programs will include residency specialties in Psychiatry, Obstetrics/Gynecology and Neurology, as well as fellowship programs in Cardiovascular Disease, Critical Care, Gastroenterology, Pulmonary and Sports Medicine.

As the number of UHS Sponsored Programs increased and activated, and new programs matured, the number of residents within UHS Sponsored Programs increased. Between June 2018 and January 2022, the total residents in UHS Sponsored Programs nearly tripled from 89 to 262. By July 1, 2022, the number of residents in UHS Sponsored Programs is expected to jump further to 315, and then to nearly 500 within two years' time.

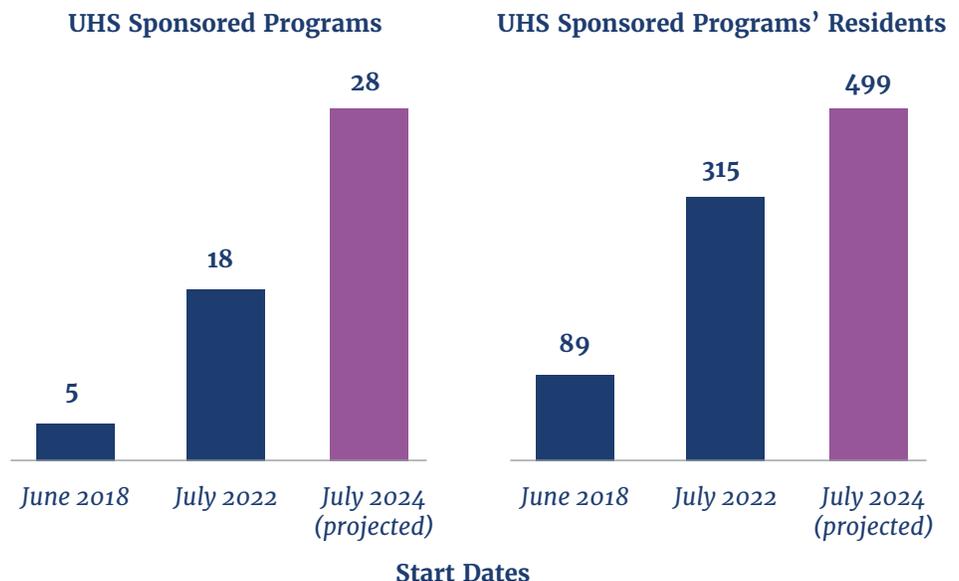
Academic Partnership Programs

The UHS GME Program currently has 59 total Academic Partnership Programs within our UHS Acute facilities including The George Washington University Hospital, Northwest Texas Healthcare System, South Texas Health System and the Valley Hospital Medical Center facilities.

Collectively, these facilities are currently training approximately 637 total residents and fellows.

Looking ahead, we expect to have all UHS Programs currently under development to receive their ACGME accreditation by July 2024. By this point, the UHS GME Program (including UHS Sponsored Programs and Academic Partnership Programs) expects to host 87 GME training programs with nearly 1,140 GME residents and fellows across a variety of specialties.

UHS' investment in Sponsored Programs led to a substantial increase in number of programs and residents since 2018, and a prediction of double-digit growth over the next 2 years.



NURSING APPRENTICESHIPS/ INTERNSHIPS

A variety of programs and opportunities are offered to help nurses learn, grow and advance in their careers. Recently, Northwest Texas Healthcare System formed a partnership with West Texas A&M University to offer tuition reimbursement for Northwest RNs interested in obtaining their Bachelor of Science in Nursing degree through the university's "ADN to BSN" program. Northwest's full-time RNs with an Associate's Degree in Nursing are qualified to enroll in the 11-month online program.

Wellington Regional Medical Center worked with Palm Beach State College to offer a nurse apprenticeship class to nurses in their final six weeks of school. Through this program nurses are able to complete their hospital onboarding and education requirements at the same time they are completing the apprenticeship.

Across the company, UHS also provides internships to students at local education institutions, and its employees frequently serve as guest lecturers at the schools. In 2021, the UHS Corporate Office hired 30 interns for its Information Services and Supply Chain departments. Among these interns, 43% were female and 37% identified as diverse.

EMPLOYEE BENEFITS

UHS nurtures the personal, professional, and financial health and well-being of our team members and their families through a diverse range of benefits. Healthcare benefits include medical insurance, dental and vision care coverage as well as resources such as the Employee Assistance Program (EAP) and Livongo to help enrollees maintain a healthy quality of life. Further, UHS offers accident, critical illness and pet insurance.

The EAP and other resources are available to address the emotional needs of employees and their loved ones, including access to telemedicine as well as a new mobile app that offers access to self-help mental health programs.

Further, our Financial Program allow employees to effectively manage their investments by offering competitive Savings, Retirement and Employee Stock Purchase Plans, Health Savings Accounts, Tuition Assistance and Student Loan Refinancing

for qualified employees. Other offerings include mortgage, home and auto insurance programs, legal assistance and identity theft programs.

UHS offers an extensive program of voluntary benefits, discounts, promotions and resources aimed to help employees balance personal, family and work life. This includes access to Rethink, a free research-based program that provides support to parents raising children with learning or behavioral challenges or developmental disabilities, Veteran Connection, as well as COVID-19-specific information and resources.

UHS Foundation for Employees



In 2005 we established the UHS Foundation, a 501(c)(3) nonprofit entity that provides assistance to UHS employees who have been affected by hardship due to natural disasters such as hurricanes, fires and tornadoes, and more

recently, by a national public health pandemic. To date, the UHS Foundation has disbursed nearly \$3 million to employees needing assistance for living expenses, including housing, utilities, clothing and other necessities. In 2021, more than 50 employees affected by severe winter storms in Texas, Hurricane Ida and its remnants, or tornadoes in Kentucky were provided assistance.

“Thanks a million times over! Hurricane IDA was my first hurricane and as frightening as it was, I did not feel completely alone. All the way from the CEO and CNO, support was there. The communication line was always open. Now, this amazing financial assistance from all of you. I have never met many of the team members in the UHS community and knowing I have been in the hearts of this UHS team is overwhelming. Overwhelming in an emotional, amazing, great way. Thank you, really thank you.”

Christina Mohammed, RN, River Oaks Hospital

Employee Engagement

In partnership with an independent outside vendor, UHS' Corporate Human Resources department deploys an Employment Engagement Survey biannually, providing employees the opportunity to express their opinions about the corporation and provide ideas on how to enhance their work experience. A shorter 20-question Pulse Survey is sent out the years when the full survey is not. Responses are confidential and reported as an aggregate total by department, for each facility and Corporate. Managers are encouraged to share the results with their team and work together to address any lower-scoring areas through action planning.

Feedback from the surveys have led, for example, to creation of TEAM C.A.R.E., an employee-run program that focuses on Connecting, Attracting, Retaining and Engaging employees. Its three committees – Career Enrichment, Health & Wellness and Social & Community – deliver programming, content and events that enrich the overall UHS Corporate Office employee experience.

In May 2021, TEAM C.A.R.E. established the virtual UHS Toastmasters Club, offering skills development for public speaking, presentation coaching and leadership skill development to voluntary members.

Other TEAM C.A.R.E. events offered throughout the year include UHS Annual Golf Tournament, Executive Speaker Services, charity and social events that support local communities and Veterans, and clubs and activities to support mental and physical well-being, among others.

Facilities also host similar programs to engage the staff. Members of GW Hospital Women's Board, GWU's Strategic Employee Engagement Council and other volunteers help pass presents to patients during the holidays.



It's time to ACT

- Acknowledge the Past
- Change the Present
- Transform the Future

minorities, 3) strategically influence policy and procedures to reflect issues faced by staff from ethnic minority backgrounds and 4) ACT on concerns and effect positive change.

The LGBTQ+ Network is committed to promoting change, reducing stigma, discrimination and prejudice, and creating a safe space for LGBTQ+ colleagues to connect and support each other. Learn more: cygnethealth.co.uk/about.



EMPLOYEE RECOGNITION/AWARDS

UHS recognizes the meaningful contributions our Corporate and healthcare facility team members make to the lives of patients, their families and our communities through tributes, awards and messaging from Corporate leadership.

Service Excellence

Each year UHS bestows multiple Service Excellence Awards to recognize those employees and facilities who provide world-class service — service that is professional, timely, effective and efficient to all our customers, at all times.



Corporate home office employees are also nominated for this award;

up to three winners are selected by the Corporate Senior Leadership team annually. At the facility level, three Service Excellence Awards are presented at the annual leadership conference to a deserving Acute Care Division facility, Behavioral Health Residential Treatment Center and Behavioral Health acute psychiatric facility. To be considered, facilities need to be approved by Behavioral Health and Acute Care Division presidents and complete an application. Winners are determined by Divisional and Corporate senior leadership. Notably, in 2021 Corporate senior leadership awarded all UHS facilities a Service Excellence Award as a gesture of gratitude for their quality service in the year 2020 during the height of the pandemic.

Other Annual Performance Awards

- Chairman's Council Award – presented to facility CEOs who met or exceeded financial goals, satisfaction scores for physician, patients and employees, community involvement and consistent overall leadership.
- Quality Awards – presented to one facility in each category (Acute Care, Behavioral Health Residential Treatment Center and Behavioral Health Acute) based on their performance, including quality and safety ratings from industry (i.e., HCAHPS, Leapfrog, CMS, The Joint Commission) and/or patients.

Corporate and Facility Service Anniversaries

Each year, UHS recognizes Corporate employees' milestone work anniversaries with a Service Anniversary certificate and gift. Employees are recognized after every five years of service as a Corporate Home Office employee. Some UHS facilities also offer Service Anniversary awards to eligible facility employees. These award programs are managed at the local facility level.

Facilities also regularly issue employee recognition awards nominated by leadership or peers such as “Non-Clinical or Clinical Employee of the Month,” “Employee of the Year,” “Going the Extra Mile,” “Operational Excellence, Quality or Service Pillar Award,” “Leader of the Year” and “Growth and Development Winner” to recognize deserving colleagues.

At Acute Care facilities, DAISY Awards are celebrated for those singled out by patients, visitors or staff for their excellence in compassionate care and dedication to our patients and their families.

Since late 2021, our Behavioral Health facilities in the U.K. have been distributing Cygnet Nightingale Awards to those nominated by their colleagues for going above and beyond in their role, and displaying excellence in the six Cs of nursing: Care, Compassion, Competence, Communication, Courage and Commitment.

Recharge Rooms

To show appreciation for their hardworking staff, Behavioral Health facilities began creating comfortable “Recharge” spaces, where staff can enjoy quiet time to relax and rejuvenate. Employees are encouraged to be creative in designing the space. Some include Staff Lounge for coffee and meals, as well as a Recharge Room equipped with a massage chair, sound machine and books to read.

River Crest Hospital's staff Recharge Room (San Antonio, TX) is a dedicated space for our hardworking staff to rest, relax and rejuvenate. Other Behavioral Health facilities who have also already embraced this feature include:

- Austin Lakes Hospital
- Cedar Creek Hospital
- The Meadows Psychiatric Center
- Palmetto Lowcountry Behavioral Health
- Windmoor Healthcare



Brandi Wilhelm, Director of Business Development

PRIVACY & DATA SECURITY

At UHS, Privacy and Data Security is one of our top priorities. The team's Mission is to preserve the confidentiality, integrity and availability of information assets in accordance with Information Security Policies for employees and patients. A main focus is to appropriately identify, select, deploy, maintain and improve information security controls.

As previously disclosed, we experienced an information technology security incident in September 2020. As a result of this cyberattack, we suspended user access to our information technology applications related to operations located in the United States. While our information technology applications were offline, patient care was delivered safely and effectively at our facilities across the country utilizing established back-up processes, including offline documentation methods. We worked diligently with our information technology security partners to restore our information technology infrastructure and business operations as quickly as possible. UHS has continued its efforts to fortify its privacy and security measures with considerable investment in personnel, products and processes.

Currently there are approximately 48 privacy and security related policies at the Corporate level and maintained locally by U.S. hospital business units.

We adhere to privacy and security policies, and the several federal and state laws and other regulatory requirements relating to data privacy and security, including for example, the Health Insurance Portability and Accountability Act of 1996 (HIPAA) Security Rule and the Payment Card Industry (PCI) requirements governing compliant technology and processes of consumer credit card information.

UHS' Privacy and Data Security team is led by a Chief Compliance and Privacy Officer and a Chief Information Security Officer, as well as designated hospital-based facility Privacy Officers. Meanwhile, third-party cybersecurity firms provide continual monitoring and investigation services, including regular security penetration tests and audits.

All staff complete required annual training on data privacy and cybersecurity, accounting for an investment of over 45,000 hours each year on this important education.



OUR GOVERNANCE STRUCTURE

UHS' Board of Directors is chaired by our founder, Alan B. Miller. Of the seven-member board, four (57%) are independent members, and two (29%) of which are women.



Each director has access to any member of management of the Company. It is the policy of the Board to encourage its members to contact the CEO and other members of management of the Company at any time to discuss any aspect of the Company's business. Members of the Board are also encouraged to visit at least one of the Company's hospitals each year.

The Board has six committees:

- Audit Committee
- Compensation Committee
- Executive Committee
- Finance Committee
- Nominating and Governance Committee
- Quality and Compliance Committee

Please visit uhs.com for more information about the charter of each of these committees.

BUSINESS ETHICS

The Board of Directors and senior management of UHS are committed to healthcare operations that are ethical and in compliance with all applicable laws and regulations. UHS' Chief Compliance Officer oversees the UHS Compliance Program and regularly reports on the company's compliance program operations to the Quality and Compliance Committee of the Board of Directors and to the UHS Compliance Committee. The committees review reports and recommendations of the UHS Chief Compliance Officer based upon data generated through the UHS Compliance Program operations.

UHS maintains a compliance program that includes appropriate policies and procedures consistent with legal and regulatory requirements, compliance education (including enterprise-wide compliance training of all new employees as part of the onboarding process), and its audit and monitoring and disclosure programs.

UHS operates a Compliance Hotline as part of its Code of Conduct. To report an ethical dilemma or potentially inappropriate or illegal conduct, individuals may call the Compliance Hotline (toll free at **1-800-852-3449) or use Internet-based reporting at **www.uhs.alertline.com****

Learn more: uhs.com/compliance

We are committed to fostering a culture of accountability at all levels and encourage our employees to report anything they believe could be out of compliance with our values. We prohibit retaliation for the good faith reporting of compliance concerns and offer the ability for individuals to anonymously elevate any concerns. Our commitment to fairness and integrity extends to everyone with whom we interact and do business.

Our Code of Conduct provides guidance on expectations for acceptable behavior for those who work on behalf of UHS. It is intended to promote honest and ethical conduct, deter wrongdoing and ensure compliance with all applicable governmental laws, rules and regulations, and prompt internal reporting of violations and compliance concerns. Our Compliance Manual serves as a resource of basic healthcare compliance standards and overview of the UHS Compliance Program. Further, our Code of Business Conduct and Corporate Standards provides standards of ethical business practices and must be followed by all UHS personnel.

Learn more: uhs.com/compliance-and-ethics/uhs-compliance-policies-procedures/

LOCAL GOVERNANCE

In addition to in-house Executive Leadership teams, UHS' Acute Care and Behavioral Health hospitals, as well as our ambulatory surgery centers (ASCs), have organized Medical Staff and local governing bodies jointly overseeing patient care.

Facilities' Boards of Directors have both financial and non-clinical operational decision-making authority but delegate oversight of patient care and Medical Staff governance to local governing bodies.

Local governing bodies for Acute Care Division facilities typically include representation from local community members, medical staff, and hospital or regional leadership. Local governing bodies for Behavioral Health Division facilities typically include representation from the local facility, Division leadership, and may include current or retired medical staff.

In the U.K., our Cygnet facilities are governed by a 13-member Executive Management Board. In 2020, Cygnet established a four-member Advisory Board to provide independent scrutiny and strategic insight to Cygnet's experienced leadership team. Approximately 46% and 25% of these respective boards are female.

The Acute Care and Behavioral Health Divisions each have their own Division Compliance Officer, while each hospital has a designated Facility Compliance Officer to oversee their local compliance program and obligations of their respective facilities.

As with their peers, UHS facilities receive regular visits and inspections by state and federal regulatory agencies. Each Division has its own Chief Medical Officer and quality designees. Similar roles are in place at the regional, and when appropriate, individual facility level. To improve quality management, leadership reviews and analyze performance metrics each month. Best practices are then shared throughout the company.

The Acute Care and Behavioral Health Quality and Clinical teams actively promote a culture of continuous quality improvement that incorporates evidence-based best practices and clinical variation reduction to optimize clinical services and ensure the effective and efficient delivery of high-quality medical care. In the Acute Care facilities, programs such as the Zero Harm Patient Safety Campaign are in place to reduce the number of hospital-acquired conditions, healthcare associated infections and patient mortality. Further, our Behavioral Health Division continues its efforts to ensure that all of its patients are treated in a safe environment focused on trauma-informed principles of care.



RISK MANAGEMENT MEASURES

Risk Management teams are in place for the Acute Care and Behavioral Health Divisions. Each has a Division Director, Senior and/or Regional Managers, as well as Facility Risk Managers. There are also dedicated Corporate Loss Control, Claims, and Environmental Risk and Emergency Management departments.

UHS' robust Risk Management process includes four key steps: Risk Identification, Risk Analysis, Risk Control and Risk Financing.

Risk Identification's primary purpose is the early detection of adverse or unexpected patient outcomes and hazards. To this end, UHS has processes, systems, methods and tools in place to promptly identify the organization's risk exposure to issues that may impact its Mission and Vision of providing superior, quality healthcare services. These tools include The Joint Commission's Sentinel Event Alerts and Failure Mode Effect Analysis as well as internal safety processes (i.e., Incident reports, Adverse drug reactions reporting, Discrepancy reports, Executive and Unit Safety Huddles, rounding, patient safety surveys, grievances and complaints). Data is continually collected, analyzed and benchmarked against previous time periods, other UHS facilities as well as nationally available benchmarks/data.

Risk Analysis provides the organization a clear understanding of its risks and an opportunity to provide company-wide corrective action, when needed, to minimize risk across the organization, and/or in the future. It involves continually conducting thorough reviews of practices, processes, projects and services, to recognize and/or detect problems or potential problems to minimize the potential loss.

Risk Control's purpose is to have loss preventative and control methods in place *before* an event occurs. This requires teams to conduct assessments of high-risk areas, new service lines, etc. and proactively adapt processes/procedures, if needed. One important risk control technique, claims management, provides a systemized approach to reducing the financial loss and negative community image in cases when preventative measures fail and injury occurs. UHS' robust claims handling process is essential to maintaining the financial assets of the organization.

Lastly, Risk Financing is the methodology to ensure that financial resources are available to pay for the cost associated with loss should risk control techniques fail. UHS utilizes a risk management program evaluation process to ensure its highly effective program exists across all facilities.

UHS' Acute Care and Behavioral Health Divisions each have their own Patient Safety Organization (PSO) which is registered with the federal government, under the Agency for Healthcare Research and Quality. These PSOs govern the risk management process, and voluntarily report, aggregate and analyze data in efforts to improve the safety and quality of patient care.

UHS' evaluation process includes interactions of Corporate and Facility Administration, Patient Safety Council, and Environmental Risk Management as well as procedures and processes, such as Root

In 2021, one patient safety priority was to utilize quantification of blood loss to drive early intervention, and ultimately decrease severe maternal morbidity related to obstetrical hemorrhage. Across our 19 acute care facilities offering obstetrics services, our utilization of quantification of blood loss jumped nearly 5 percentage points to 92.3% by year end. In turn, our overall hemorrhage rate improved from 7.23% to 6.39% during the same time period. Annualizing the data, this translates to 263 fewer moms impacted by hemorrhages.

Cause Analysis (RCA), to identify and investigate issues, analyze results, implement corrective action (if needed), and educate key stakeholders to reduce safety risk among patients and staff.

Within the Acute Care Division, a Corporate Patient Safety Council (CPSC), comprised of its facilities' executive leadership team and their respective regional vice presidents, establishes specific patient safety priorities each year to further identify ways to mitigate risk and reduce patient harm. Data from these initiatives are shared with the Board of Directors' Quality and Compliance Committee each quarter. UHS' Behavioral Health Division Senior Vice President and Chief Clinical Officer also reviews patient safety data with this Committee on a quarterly basis.

The Environmental Risk and Emergency Management programs work to analyze and contain risk and implement risk avoidance measures to ensure a safe and secure working environment. The foundation of the programs focuses around the continuity model to mitigate, prepare, respond and recover through events.

In 2021, 38 Behavioral Health facilities, 13 Acute Care hospitals and seven FEDs received specific training for Environmental Risk and Emergency Management programs.

Also during the year, a new SharePoint site was shared with all facilities to allow for continual engagement with program resources and real time updates to industry standards and best practices. Facilities are also provided Emergency Management playbooks on the topics of wildfire and winter storm to augment the preparedness, response and recovery capabilities of their programs.

INCIDENT COMMAND

In the event of an emergency, our Incident Command team is activated. This includes Environmental Risk and Emergency Management, crisis experts, as well as subject matter experts essential for that particular event, including Clinical Operations, Human Resources, Supply Chain, Information Security and Communications. For example, at the start of COVID-19 in 2020, like many other organizations, we activated our Incident Command to direct the clinical guidance, protocols, operational adjustments, supply chain, human resources and communications necessary to equip our facilities to pivot care delivery and meet evolving needs as the pandemic expanded (and continues to ebb and surge). Through this unified orchestration, we quickly and effectively established and deployed best practices, communicated directives, reduced unwanted variation and escalated urgent issues. In an effort to continuously improve, we learn from each event and seek to drive more efficient procedures, enhanced staff communication and greater consistency.



One recent example of the facilities' level of emergency preparedness is the December 30, 2021, evacuation of all Centennial Peaks Hospital patients and staff due to a fast-moving grass fire in the Louisville, CO area. All 64 patients were safely transferred by secure transportation to other local behavioral health facilities, who were ready to accept them. This contingency planning allowed patients' care, treatment and services to continue with minimum disruption.

EMPLOYEE SAFETY

Training programs and systems to encourage workplace safety are a major focus in our organization. To this end, UHS has an Employee Safety Council chaired by the Corporate Director of Environmental Risk and Emergency Management.

During 2021, our increased attention to workplace safety has enabled us to continue our commitment to keeping our employees and facilities safe during the COVID-19 pandemic.

UHS has a Staff Safety subcommittee comprised of members of Clinical, Loss Control, Risk, Human Resources and Legal teams. The first phase of one of its latest initiatives concluded in June 2021. The 21 Behavioral Health facilities that participated had an aggregate reduction in staff injuries from aggression of 27% (exceeding the goal of 25%). Phase 2 of the initiative was launched in the fourth quarter.



VENDOR ENROLLMENT

UHS uses VendorProof, a service that ensures vendors of healthcare organizations meet federal compliance requirements. Vendors provide key information which ProviderTrust then uses to perform required compliance screenings, supporting a safe and efficient supply chain. All vendors that deliver goods or services are required to participate in the program.



As part of our Staff Safety Initiative, Behavioral Health facility staff have access to new Workplace Violence Prevention training and a new Employee Assistance Program (EAP), as well as monthly "Spotlight on Safety" posters, clinical newsletters and virtual forums. The new toolkit, "We Care: Supporting Injured Employees," was also deployed across the Division, providing support and resources for employees injured at work.

FACILITY LOCATIONS

UNITED STATES

Alabama | Alaska | Arizona
Arkansas | California
Colorado | Connecticut
Delaware | District of Columbia
Florida | Georgia | Idaho
Illinois | Indiana | Iowa
Kentucky | Louisiana
Massachusetts | Michigan
Minnesota | Mississippi
Missouri | Nevada
New Jersey | New Mexico
North Carolina | North Dakota
Ohio | Oklahoma | Oregon
Pennsylvania | South Carolina
Tennessee | Texas
Utah | Virginia | Washington
West Virginia | Wisconsin
Wyoming

PUERTO RICO

UNITED KINGDOM

England

Bristol | Cheshire
County Durham | Derbyshire
Dorset | Essex
Gloucestershire | Hampshire
Hertfordshire | Kent
Lancashire | Leicestershire
Lincolnshire | London
Greater Manchester | North Yorkshire
Northumberland | Nottinghamshire
Somerset | South Yorkshire
Staffordshire | Suffolk | Surrey
Teesside | West Midlands | West Yorkshire

Scotland

Angus | Dumfries and Galloway
Stirling

Wales

Flintshire | Gwent



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