CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT

2024

MOLINA® HEALTHCARE

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ABOUT MOLINA

Company profile

Molina Healthcare, Inc. (Molina), a Fortune 500 company, provides managed health care services under the Medicaid and Medicare programs and through state insurance marketplaces. As of September 2024, Molina served approximately **5.6 million members** through its locally operated health plans.

Mission, Vision, Values

These simple words—Mission, Vision and Values—are profoundly significant because they express who Molina is as an organization and why we do what we do every day.

Our Mission:

We improve the health and lives of our members by delivering high-quality health care.

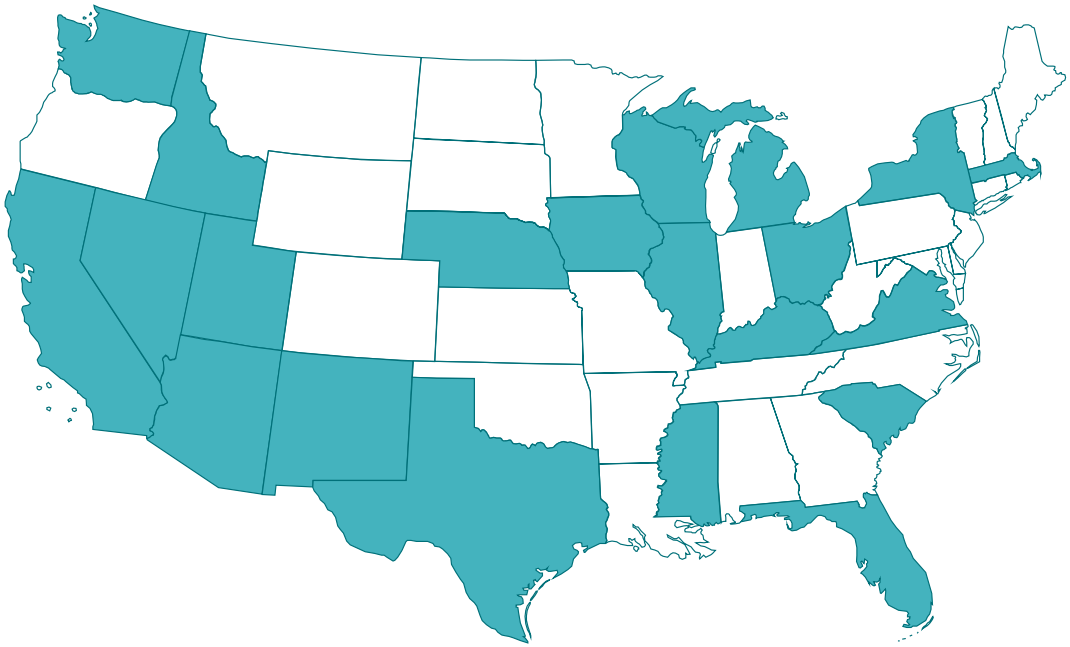
Our Vision:

We will distinguish ourselves as the low-cost, most effective, reliable health plan delivering government-sponsored care.

Our Values:

- Integrity always
- Absolute accountability
- Supportive teamwork
- Honest and open communication
- Member- and community-focused

BUSINESS FOOTPRINT



Membership as of September 2024:

5,600,000

The Molina Experience

Intellectually stimulated
The work we do every day is challenging and important. Our employees are empowered to make a difference and supported to develop new skills and grow with Molina throughout their careers.

Emotionally fulfilled
We are an organization that makes a real difference in the lives of our members. Every day, we have the opportunity—the privilege—to improve the health and lives of the people we serve.

Financially rewarded
We care about our employees, their families and their future. We provide a comprehensive total rewards program not only focused on their financial well-being but their physical, emotional and social needs as well.

Awards and recognition

In 2024, Molina Healthcare was:

- Recognized by *TIME* as one of the World's Best Companies 2024.
- Recognized by *Newsweek* as one of America's Greatest Workplaces for Parents and Families 2024.
- Named one of America's Customer Service Champions 2024 (*Plant-A Insights Group, USA Today's* market research partner).
- Named one of the *Fortune* 2024 World's Most Admired Companies.
- Named one of America's Best Customer Service Companies 2025.
- Recognized as one of America's Best Employers for Engineers 2025.
- Recognized by *Forbes* as one of America's Dream Employers 2025.

Health plan recognition:

- *Columbus Business First* named Molina Healthcare of Ohio one of the Best Places to Work in Central Ohio.

THE MOLINACARES ACCORD

The MolinaCares Accord is our commitment to building stronger communities through philanthropy, education, volunteerism and sponsorships. By raising awareness and supporting innovative programs, we address critical issues within states. We deeply value our local providers and partners, whose contributions are vital to our success.

Partnerships and programs

Since 2021, the Molina Healthcare Charitable Foundation has funded over 800 grants to local community organizations in 27 states that address social determinants of health, disaster relief, behavioral health, maternal child health and other health-related concerns afflicting our communities in need.

Ohio State University and Case Western Reserve University: Dental scholarships

For the fourth year, MolinaCares provided full-year scholarships for eight dental students enrolled in The Ohio State University College of Dentistry and Case Western Reserve University School of Dental Medicine. This partnership began in 2021 to enhance a diverse dental workforce in Ohio and, in turn, improve the quality of dental care and address disparities in oral health in underserved communities. Six graduates from these two universities have received scholarships from Molina, including Dr. Otis Bevel from Case Western Reserve University, who returned to Cleveland to practice dentistry.

Roya Health Foundation: Behavioral health support

Roya Health Foundation is collaborating with MolinaCares to invest in building infrastructure and capacity for behavioral health services across New Mexico. In 2024, MolinaCares is supporting the development of its outpatient clinic, which is focused on health care services for adolescents and their families. The clinic will be designed to house soundproof therapy rooms for individual, family and group sessions; a larger multi-purpose room for family workshops; and a small therapeutic garden for nature-based interventions.

Hurricanes Helene and Milton: Disaster relief

MolinaCares donated $150,000 to local organizations and providers in Florida and South Carolina to provide food, temporary shelter and basic supplies for individuals and families who were displaced, experienced damage to their homes and lost power due to Hurricanes Helene and Milton. In Florida, grants were also dedicated to restoring the infrastructure of mental health facilities destroyed by Hurricane Milton so clinics could resume full-level operations in neighborhoods most impacted by the hurricane. Funding continues to be used to repair roofs, doctors' offices, group meeting rooms and more.

Partnerships and programs (continued)

Playworks Michigan: Elementary school student support

As part of the MolinaCares TeamUp+ grant, Playworks is implementing a recess-based curriculum at Priest Elementary Middle School in Detroit, Michigan, where 85% of the low-income student population receives free or reduced-cost lunches. In 2023, MolinaCares offered a grant to Playworks to support students of the Academy of Americans Lower Elementary School. In 2024, in partnership with Playworks, MolinaCares is helping Detroit students from underserved communities stay active and build essential life skills that support their health and future. The Playworks Coach program leverages play to gain tools for conflict resolution, leadership and academic success. The program also provides coaching and supportive services for school staff and teachers. Evaluations by organizations such as RAND and the Robert Wood Johnson Foundation have shown that this model positively influences physical activity, classroom readiness, anti-bullying efforts, inclusiveness, student safety, respectful language, conflict de-escalation among peers and more.

Alzheimer's Association: National sponsorship

This year, MolinaCares granted the Alzheimer's Association $250,000 to sponsor activities dedicated to the research, care, education and support of Alzheimer's and dementia conditions across the country. Through this partnership, Molina proudly served as a national sponsor of the Unforgettable Tour, highlighting the critical need for equal representation in Alzheimer's education and research related to disparities in care and health outcomes. This sponsorship supported Walk to End Alzheimer's events in 16 U.S. cities.

University of Iowa: Project ECHO

MolinaCares is supporting the Project ECHO program at the University of Iowa to develop a series for direct care professionals (DCPs) who provide critical services for adults with intellectual and/or developmental disabilities (IDD) and other comorbidities. Project ECHO aims to increase the capacity of DCPs to help navigate and support the complex care needs of IDD individuals in their homes and communities instead of in hospital or emergency room settings.

Louisville, Kentucky property donation: Public school and community support

The former Molina Healthcare site in Louisville, Kentucky, is being transformed into a vibrant, community-focused development thanks to donating a 20-acre property to Jefferson County Public Schools (JCPS). The West Louisville site plan includes constructing a new middle school to serve as the permanent home for Dr. J. Blaine Hudson Middle School and potentially adding a new administrative facility.

Additionally, Molina will establish a temporary One Stop Help Center in an existing building on the property. This center will support member and community engagement while plans for a permanent facility are integrated into the project. Molina has emphasized its commitment to aligning this development with the local community's needs through listening sessions and collaboration with stakeholders.

HUMAN CAPITAL

Molina is committed to creating an inclusive and modern workplace for its employees. Our commitment is reflected in policies and practices that address the needs of our workforce. We strive to support and empower our team through programs focused on employee health and wellness, growth and development, as well as the unique needs of 21st-century families. Our workforce reflects the diverse membership and customers we serve.

Total number of employees:

18,136

Employee resource groups

Molina is committed to creating a dynamic, inclusive workplace where our employees' differing experiences, talents and perspectives are valued and celebrated. Our employee resource groups (ERGs), which are open to all, play a pivotal role in fostering this environment by encouraging cross-organizational collaboration, community engagement and cultural awareness.

Membership in our ERGs has consistently grown, underscoring the ERGs' value to employees and their impact on our organizational culture.

As Molina continues to evolve our ERG program, we remain dedicated to building an inclusive workplace that empowers employees and drives meaningful change within our company and the broader communities we serve.

Employee Experience Survey results

Each year, Molina administers an Employee Experience Survey to collect feedback from employees about their perceptions, satisfaction and overall experience within the workplace. In 2024, Molina's employee engagement score reached **77**, reflecting an improvement of 2 points compared to the April Pulse Survey and surpassing the global engagement benchmark by 3 points. While this marks a positive trend, it represents a slight decrease of 2 points from September 2023.

81%

Our participation rate also demonstrated growth, rising to **81%**, a 2% increase from the April Pulse Survey, and exceeding the global engagement benchmark by 6%. However, this was 1% lower than the rate achieved in September 2023.

The theme of **purpose** stood out prominently, with the highest score of **84**, highlighting the strong connection our employees feel with the meaningful work they do.

Strengths

- **Purpose:** Employees feel that their work at Molina is meaningful.
- **Feedback:** Managers provide actionable feedback that supports employee performance improvement.
- **Priorities:** Managers effectively communicate and keep teams focused on clear goals.

Opportunities for improvement:

- **Action-taking:** While improving by 2 points compared to last year, Molina has room to strengthen employee confidence that survey results will lead to meaningful action.
- **Retention:** Employees' sentiments about staying with the company have declined by 2 points since last year.
- **Collaboration:** While Molina's commitment to collaboration was highlighted in the 2023 survey, we noted a 2-point decline in this area for 2024.

Additional highlights

The survey yielded **19,029 comments**, with "well-being" as the most-discussed topic (2,143 mentions) and predominantly associated with a positive sentiment. Overall, **22 out of 24 questions** scored above external U.S. benchmarks, with standout areas including leadership (9 points above), strategy (8 points above) and accountability (8 points above).

Notably, **three questions** maintained or increased their scores compared to last year, reinforcing our ongoing commitment to fostering engagement across the organization.

We remain dedicated to addressing these insights and driving meaningful change to strengthen engagement, retention and collaboration in the years ahead.

Leadership and career development

Molina recognizes that fostering a culture of learning and innovation is vital to our success. To support the growth and advancement of our employees, we have invested in several key initiatives aimed at enhancing leadership and career development, which are open to all:

- **Pathways to Success program expansion:** We enhanced our Pathways to Success program by introducing career paths. This initiative empowers employees to explore new internal opportunities within their job families and the organization at large, promoting career mobility and growth.
- **Learning Lab launch:** Our centralized Learning Lab platform offers personalized learning recommendations and a wide range of skill-building courses. In 2024, we averaged 40 learning hours per employee, reinforcing our commitment to continuous development.
- **Leading at Molina program:** This leadership development initiative is designed to identify and nurture the next generation of leaders. Fifty leaders from across the organization participated in the inaugural program, gaining valuable experiences, perspectives and resources to drive success. We have expanded this program to include second- and third-year curricula.
- **Managing at Molina program:** This comprehensive four-course development program for people leaders focuses on equipping managers with essential skills and behaviors to effectively motivate and guide their teams toward achieving objectives.
- **Digital coaching for senior leaders:** To refine leadership capabilities, Molina recently introduced a digital coaching program tailored for senior leaders, emphasizing core competencies critical to their roles.

MEMBER OUTCOMES

High-risk Pregnancy case management model

Molina has addressed high-risk maternity needs by implementing a dedicated high-risk pregnancy case management model that improves maternal and infant outcomes. This includes an enhanced early pregnancy identification algorithm, increased outreach earlier in gestation and in-person engagement to bring members into prenatal care as quickly as possible after pregnancy confirmation. Across all markets and races, Molina saw a **6.45%** decrease in the percentage of women delivering by C-section. For African American/Black women, Molina saw a **2.9%** decrease in C-section deliveries.

Behavioral Health Toolkit for Providers

Molina created a Behavioral Health Toolkit for Providers, offering guidance on mental health and substance use conditions in primary care and community settings. Consequently, our Nevada health plan saw a **124%** increase in depression screening over 2 years.

Chronic disease management

Molina Healthcare offers comprehensive disease management programs to members with chronic conditions such as asthma, diabetes, chronic obstructive pulmonary disease (COPD) and heart disease. These programs provide educational materials, personalized advice and care tips to help effectively manage our members' health. This year, Molina saw a **2.7%** decrease in chronic kidney disease in our African American/Black population and a **12%** reduction in chronic kidney disease in our Hispanic population.

CLIMATE CHANGE

Task Force on Climate-Related Financial Disclosures

To reinforce our commitment to climate protection, we are including our Task Force on Climate-Related Financial Disclosures (TCFD) responses. This alignment ensures that our reporting meets global best practices for sustainability reporting.

Greenhouse gas emissions

Scope 1 emissions: 6889.53 MTCO2e

Scope 2 emissions: 9228.60 MTCO2e

Molina will begin reporting Scope 3 emissions by 2027.

Remote work

Molina remains committed to a remote work model for nearly all employees.

Remote work offers several environmental benefits, contributing to a more sustainable approach to work. One primary advantage is the reduction in commuting-related emissions. When employees work from home, the need for daily commutes decreases, leading to lower vehicle carbon emissions. This helps mitigate air pollution and traffic congestion, positively impacting local air quality.

Additionally, remote work often decreases energy consumption within centralized office spaces. Fewer employees in physical offices reduce the demand for electricity, heating and cooling, resulting in lower overall energy consumption and a smaller carbon footprint.

Finally, our increased adoption of virtual meetings and digital communication tools has reduced the necessity for business travel. Less travel not only translates to lower fuel consumption and transportation-related emissions but also reduces the environmental impact associated with accommodations, dining and other travel-related activities.

RESPONSIBLE BUSINESS PRACTICES

Privacy and data security

Molina's business is based on the trust of our members, states and industry health partners, who rely on us to handle their most sensitive and private information securely and professionally. We are committed to satisfying state and federal laws and protecting our members' information, privacy, security and confidentiality while enhancing and strengthening our technology and security protocols.

- Molina's information privacy and security program is governed by the audit committee at the board of directors' level. Our chief information security officer provides this committee with regular relevant reports.
- Molina's security and privacy policies align with regulatory and statutory requirements, including the Health Information Portability Accountability Act (HIPAA) and the Health Information Technology for Economic and Clinical Health (HITECH), New York Department of Financial Services (NY DFS) Cybersecurity Regulation (23 NYCRR Part 500), as well as industry-accepted practices and standards.
  - Control procedures are assessed regularly to measure their effectiveness.
  - Molina is subject to annual Service Organization Controls (SOC) II Type 2 testing, which covers the performance of safeguards deployed to protect our systems and members' personal and protected health information.
- Molina limits the collection, use and disclosure of our members' personal information to the minimum necessary to administer their health care benefits.
- Molina is conscious of the potential damage associated with health industry-related cyberattacks, and we take our role seriously, implementing the following best practices:
  - Dedicated chief information security officer and security official who reports to the chief compliance officer and the board of directors
  - Dedicated corporate privacy official who reports to the chief compliance officer
  - Modernized IT systems such as Microsoft Azure Cloud
  - Data backups and recovery practices
- Molina conducts regular security and privacy risk assessments and audits, including attack simulations known as 'red team' exercises.
- Molina's Computer Incident Response Team (CIRT) monitors systems for security threats to Molina's information systems. An incident response plan is maintained and tested through tabletop exercises with executive management and various participating departments to simulate their response to a cybersecurity incident.
- Business continuity and recovery plans have been developed and are tested annually for core business processes, including disaster recovery plans for associated record systems.
- Employees and contractors are trained on privacy and security when onboarded and annually. Given the risks associated with email phishing attacks, employees are tested regularly to identify fake emails. We also communicate security awareness items to our employees, including timely notification of potential privacy and security issues.
- Molina imposes contractual privacy and security obligations on critical third-party service providers. Molina conducts regular risk assessments and audits of our security and privacy programs and uses tools to monitor vendor security and privacy performance.

Molina reports data breaches to the U.S. Department of Health and Human Services (HHS) and the Office for Civil Rights (OCR). Please refer to the OCR website at www.hhs.gov.

CORPORATE GOVERNANCE

The corporate governance and nominating committee of our board of directors assists in fulfilling its oversight responsibilities regarding environmental, health and safety, corporate social responsibility, corporate governance, sustainability and other public policy matters relevant to Molina.

Governance highlights

The Board recently adopted new guidelines related to board composition:

- Independent board chair
- Directors are elected annually for one-year terms
- 12-year term limits for directors joining the board in 2020 or later
- Directors are subject to stock ownership guidelines
- Majority voting standard for uncontested director elections
- All board committees composed exclusively of independent directors

Name	Independence	Leadership	Tenure	Committee
Joe Zubretsky	Exec.	CEO	6	
Dale Wolf	Ind.	Chair	11	Compensation, Governance and Nominating, Finance
Barbara Brasier	Ind.		5	Audit, Compensation
Daniel Cooperman	Ind.		11	Compliance and Quality
Dr. Stephen Lockhart	Ind.		3	Compliance and Quality
Steve Orlando	Ind.		18	Audit, Governance and Nominating, Finance
Ronna Romney	Ind.	Vice Chair	25	Compensation, Governance and Nominating
Richard Schapiro	Ind.		8	Audit, Finance
Richard Zoretic	Ind.		4	Audit, Compliance and Quality

APPENDIX

Task Force on Climate-Related Financial Disclosures (TCFD) Index - 2024

All information is as of December 2024.

Recommendations	Recommended disclosures	Molina Healthcare, Inc. ("Molina" or the "Company") disclosure
Governance	Describe the Board's oversight of climate-related risks and opportunities.	Molina's Corporate Governance and Nominating Committee ("CGNC"), a committee comprised of members of Molina's board of directors (the "Board"), oversees Molina's climate-related risks and opportunities, including the Company's strategy, practices, policies and management of risks related to, among other things, the Company's environmental, social and governance (ESG) matters. The CGNC makes recommendations to the Board regarding ESG matters, reviews the Company's annual ESG report and receives ESG reports from management at least twice annually and ad hoc ESG communications as necessary. The Company's Audit Committee maintains oversight over enterprise risks, including those related to climate change. In connection with its oversight responsibilities, the Audit Committee (i) meets with management to review and assess the Company's major financial risk exposures (including those related to climate change) and the manner in which such risks are being monitored and controlled, and (ii) if appropriate, makes recommendations to the Board regarding the same.
	Describe management's role in assessing and managing climate-related risks and opportunities.	The Company's chief legal officer ("CLO"), chief accounting officer ("CAO"), and chief executive officer ("CEO") each have a role in assessing and managing Molina's climate-related risks and opportunities. The CLO assesses and manages climate-related risks and opportunities from a legal, compliance and business continuity perspective. The CLO is a member of the Executive Committee and reports directly to the CEO, who is a member of the Board. The CAO assesses and manages Molina's climate-related risks and opportunities from an enterprise risk management (ERM) perspective. The CAO provides periodic updates to the Audit Committee, attends Audit Committee meetings and reports to the Company's chief financial officer. In 2021, the Company created an ESG function within the Office of the CEO, which is responsible for issuing the Company's annual ESG report.

Recommendations	Recommended disclosures	Molina Healthcare, Inc. ("Molina" or the "Company") disclosure
Strategy	Discuss the climate-related risks and opportunities the organization has identified over the short, medium and long term.	**Risk: physical risks** As a health care company operating in over 20 states and serving more than 5 million members, the communities Molina serves will continue to be directly and indirectly affected by climate-related issues. Among other risks, environmental factors, such as a major earthquake or wildfire in California, or a major hurricane affecting Florida, South Carolina or Texas, may cause widespread illness or medical conditions or a disruption in members' services, each of which may result in increased health care costs. **Opportunity: resource efficiency** Molina's direct environmental impacts result primarily from the electricity, heating and cooling systems in its office space and the impact of workday commuting by its employees. Remote work is now an essential element of Molina's workplace modernization strategy. Molina adopted a permanent remote work model for nearly all employees. To support this new model, Molina reduced its real estate footprint by more than two-thirds. Molina's remaining office space has been reconfigured and optimized for utilization and efficiency and workday commuting by Molina's employees has been almost eliminated. This significantly reduced Molina's carbon footprint.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Molina's strategic planning cycle covers a 3-year period. As such, the Company focuses on business and strategic risks within this timeframe. The Company performs an annual risk assessment that aligns to its strategic plan with the aim of identifying top risks that could prevent the Company from achieving its strategic objectives. As of the most current risk assessment, management has not identified any material climate-related risks that would impact its ability to achieve its 3-year strategic plan. The Company has not identified material risks related to its investments and maintains a diversified portfolio to minimize risk of any type, including exposure to climate-related risks.
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	Climate-related scenario analysis to inform Molina's business strategy has not yet been utilized. Molina's revenues are derived primarily through premiums received from providing health plan coverage to individuals through government subsidies. The premiums Molina receives for its three major lines of business—Medicaid, Medicare and Marketplace—are based on rates that are developed and approved for actuarial soundness on an annual basis. Therefore, Molina has the ability to capture changes in medical costs that may be due to environmental factors.

Risk management	Describe the organization's process for identifying and assessing climate-related risk.	The Company's ERM function utilizes a three lines of defense model to ensure responsibility for risk management resides within business functions, operational areas and with senior management. Molina's risk management framework is in place to identify, assess, monitor and respond to all risks, including climate-related risks, that could negatively impact achievement of its strategic priorities, operational business objectives or its stakeholders. The Company's ERM function evaluates all risks identified via an annual risk assessment process using its risk priority ranking scales (likelihood and impact), which includes an estimate of potential financial impact. The Company's business continuity function maintains daily identification and oversight of any Company-level risks related to climate change that may impact Molina's members, employees and physical assets.
	Describe the organization's process for managing climate-related risks.	To manage the physical risks of climate change, Molina maintains a central threat intelligence, incident monitoring and emergency response center consisting of trained intelligence analysts and crisis coordinators on a 24/7/365 basis. This team proactively monitors situations such as natural disasters and other climate-related emergencies that could impact Molina's assets, operations or members. Upon notice of an impending situation, detailed intelligence reports are generated and sent to decision-makers within the Company so that they may initiate a coordinated crisis or incident response. Through knowledge generated by a business impact analysis, the crisis and incident response team is able to determine which assets and work practices may be at risk and initiate action plans to help Molina prepare for or manage the incident with minimal impact to its operations and members. This coordinated response includes up to 400 individuals company-wide who are in constant communication and collaboration to maintain Molina's continuity of care standard for members, ensure employee safety and preserve Company property.
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Molina's ERM function structure includes a three lines of defense model to delegate responsibility for critical risk management processes across the business functions and operational areas, as well as risk management, compliance and audit teams..
Metrics and targets	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Scope 1 emissions: 6889.53 MTCO2e Scope 2 emissions: 9228.60 MTCO2e
	Describe the targets used by the organization to manage climate-related risk and opportunities and performance against targets.	Molina has not yet set emission reduction targets.

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This report contains certain forward-looking statements that are based on Molina's current expectations which are subject to numerous risks and uncertainties that could cause actual results to differ materially, within the meaning of the Private Securities Litigation Reform Act of 1995, Molina intends for all such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements in such act. Such forward-looking statements can generally be identified by Molina's use of forward looking terminology, such as "may," "might," "will," "expect," "intend," "anticipate," "estimate," "believe," "continue," "seek," "objective," "goal," "strategy," "plan," "focus," "priority," "should," "would," "could," "potential," "possible," "look forward," "optimistic," "hope," "strive," "aim," "target," or other similar words. While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with the U.S. federal securities, or other, laws and regulations [, even if we use the words "material" or "materiality" in this report]. Molina cannot give assurances that its forward-looking statements will prove to be accurate. All forward-looking statements in this report represent Molina's judgment as of the date hereof, and Molina disclaims any obligation to update any forward-looking statements to conform the statement to changes in its expectations that occur after the date of this report. Information regarding the other risk factors to which Molina is subject is provided in greater detail in its periodic reports and filings with the Securities and Exchange Commission (SEC), including Molina's most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q. These reports can be accessed under the investor relations tab of Molina's website or on the SEC's website at SEC.gov. References in this report to Molina products, programs or services do not imply that Molina intends to provide all products, programs or services across all of its businesses. Statements regarding Molina's future direction and intent are subject to change or withdrawal without notice and represent goals and objectives.