

2023 COMMUNITY IMPACT REPORT



Delta Dental of California, Delta Dental Insurance Company,
Delta Dental of Pennsylvania and affiliates



3

Introduction

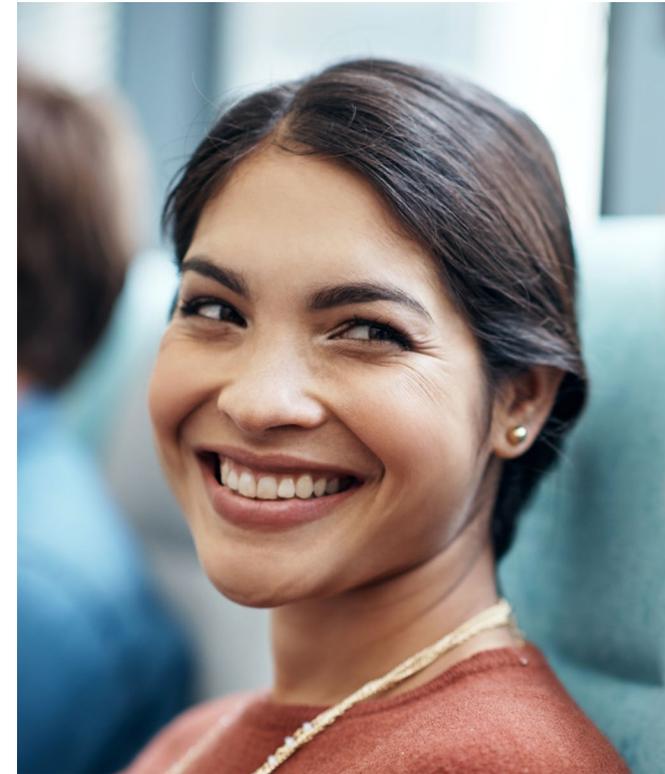
- 4 CEO Message
- 5 About Delta Dental of California and Affiliates
- 7 About this Report



8

Governance

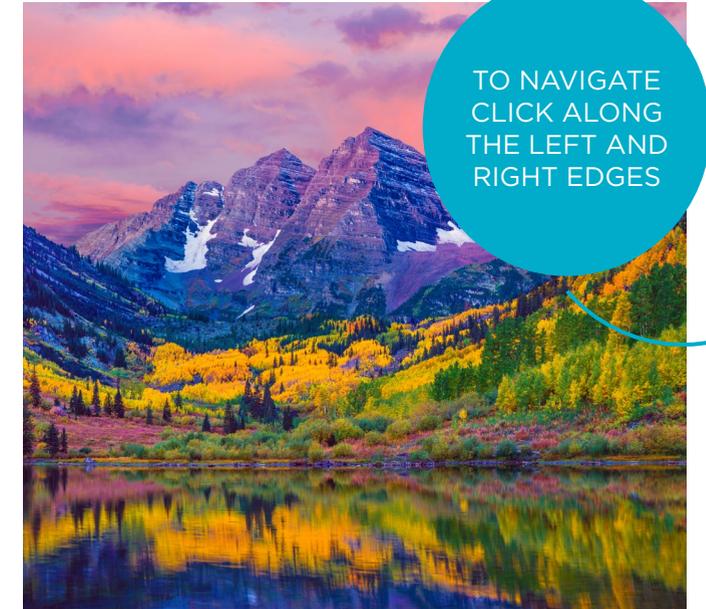
- 9 ESG Program at Delta Dental
- 11 Policy Center and Relevant ESG Policies
- 12 Transparency and Reporting
- 13 Ethics and Compliance
- 15 Cybersecurity and Data Privacy
- 15 Climate-Related Risks and Opportunities



16

Social Impact

- 17 **Our Purpose:** To Improve Health by Providing Access to Quality Care
- 26 Joining Hands to Increase Access to Quality Health Care for All
- 32 Taking Exceptional Care of Each Other



TO NAVIGATE
CLICK ALONG
THE LEFT AND
RIGHT EDGES

47

Environmental Impact

- 48 Sustainable Design, Construction and Operations
- 49 Healthy Offices
- 50 **Key Performance Indicators** Energy, Water, Waste, Greenhouse Gas Emissions
- 52 **Waste Management Efforts** Paperless adoption/e-communications, recycling initiatives

INTRODUCTION

The 2023 Community Impact Report is the result of our Environmental, Social and Governance (ESG) Program in practice. It details the progress that Delta Dental has achieved through its dedication to creating a full ESG Program that manages the connection point between business strategy and social and environmental responsibility.



CEO Message

Sarah Chavarria, Chief Executive Officer and President, Delta Dental of California and affiliates

Our commitment to our purpose – to improve health by providing access to quality care – has never been stronger. In 2023, we were pleased to see our business claims levels back to pre-pandemic levels, indicating patients are returning to the dentist and taking care of their oral health. In my new role as Chief Executive Officer and President, my priority is to build on our successes and strengthen our ability to deliver on our purpose.



With our strong financial position, business performance and growth, we are leading the market and setting the standard for oral health benefit design and delivery. None of this would be possible without our 4,600 talented team members, more than 72,000 unique dentists and the community partners we collaborate with to serve 31 million members.

After 23+ years of service, Chief Executive Officer Mike Castro announced his retirement to take on the role of chairman of the board and named me his successor, effective January 1, 2024. To position us for continued high performance in 2024 and beyond, I announced my executive leadership team and key strategic moves for the future, including the creation of a new function dedicated to Quality.

This past year was an inflection point for strengthening our core business and enhancing our quality to prepare us for our next era of transformation and growth. Notable successes included upgrading our core business claims platform; transitioning core finance and payroll systems to Oracle Financial Cloud; and investing in technology and automation to improve quality outcomes. We also forged stronger, more collaborative relationships with our broker and provider stakeholders by establishing advisory councils and enhancing their workflow with our new digital-enabled features.

Our employees remain at the forefront of our success. In 2023, Delta Dental retained 89.6% of our talent, far outpacing industry benchmarks. We continued the important work of creating exceptional work-life experiences through our Total Rewards program, introducing adoption and surrogacy assistance as part of our family services offering. We also continued to drive our Diversity, Inclusion and Belonging efforts, launching our “Family First” Inclusion Community and hosting quarterly sessions dedicated to mental health and well-being.

Living up to our core value of Service, 70% of Delta Dental employees gave back to local communities through volunteerism and giving. Our team volunteered more than 9,700 hours of their time. We matched, and double matched, nearly 3,000 employee donations totaling close to \$750,000. Our Delta Dental Community Care Foundation made a measurable impact by supporting more than 400 community partners with \$26 million in funding. The Senior Oral Health Partnership Program celebrated its second year of creating pathways for more than 6,000 seniors to access quality oral care. In 2023, we expanded the program with two additional health care partners to make an even greater impact.

In 2024 and beyond, Delta Dental will leverage its strengthened business foundation to embark on a journey to take our seat at the health care table and become a leader in oral health. Doing this right will take us beyond delivering dental benefits to a company that supports the whole patient, connecting their oral health and their overall well-being. I have no doubt we will achieve our ambitions ahead as we lean into our purposeful strategy to take exceptional care of our customers, providers and each other.

Sincerely,



Sarah Chavarria

About Delta Dental of California and Affiliates

Since 1955, Delta Dental of California and affiliates has provided comprehensive, high-quality oral health care benefits to millions of enrollees, while building one of the strongest networks of dental providers in the country.

The Delta Dental of California enterprise includes affiliates Delta Dental Insurance Company; Delta Dental of Pennsylvania; Delta Dental of New York, Inc.; Delta Dental of the District of Columbia; Delta Dental of Delaware, Inc.; and Delta Dental of West Virginia. We provide dental benefits to 31 million members across 15 states*, the District of Columbia, Puerto Rico and the Virgin Islands.



We're guided by our vision, driven by our purpose and grounded in our values.

Our vision

Our vision is to motivate and empower every employee, so we are all inspired to take exceptional care of our customers, providers and each other.

Our purpose

Our purpose is to improve health by providing access to quality care.

*Delta Dental of California and its affiliates provide dental benefit plans in Alabama, California, Delaware, Florida, Georgia, Louisiana, Maryland, Mississippi, Montana, Nevada, New York, Pennsylvania, Texas, Utah and West Virginia.



Delta Dental companies

Delta Dental of California and affiliates are part of Delta Dental Plans Association (DDPA), a not-for-profit national association based in Chicago, Illinois. Through our national network of Delta Dental companies, we offer dental coverage in all 50 states, Puerto Rico and other United States territories. We offer vision coverage through DeltaVision in 15 states and the District of Columbia.

The following companies are members, or affiliates of members, of the Delta Dental Plans Association (DDPA), a network of 39 Delta Dental companies that together provide dental coverage to more than 90 million people around the country (as of Dec. 31, 2023).

- Delta Dental Insurance Company (AL, DC, FL, GA, LA, MS, MT, NV, TX and UT)
- Delta Dental of California (CA)*
- Delta Dental of Delaware, Inc. (DE)*
- Delta Dental of the District of Columbia (DC)*
- Delta Dental of New York, Inc. (NY)*
- Delta Dental of Pennsylvania (PA and MD)*
- Delta Dental of West Virginia, Inc. (WV)*
- Delta Dental of Puerto Rico (PR and VI)
- Alpha Dental of Alabama, Inc. (AL)
- Alpha Dental of Arizona, Inc. (AZ)
- Alpha Dental of Nevada, Inc. (NV)
- Alpha Dental of New Mexico, Inc. (NM)
- Alpha Dental of Utah, Inc. (UT)
- Alpha Dental Programs, Inc. (HI, ID, IL, IN, KY, MD, MO, NJ, OH, TX)

DeltaCare USA® operations

DDPA has granted our enterprise the exclusive right to underwrite multi-state DHMO business across the nation under the DeltaCare USA brand.

Delta Dental PPO and Delta Dental Premier operations

In the following states and territories, DDPA has granted our enterprise the exclusive right to underwrite fee-for-service and preferred provider organization plans (also known as dental provider organization plans) under the Delta Dental brand:

Alabama, California, Delaware, District of Columbia, Florida, Georgia, Louisiana, Maryland, Mississippi, Montana, Nevada, New York, Pennsylvania, Puerto Rico, Texas, United States Virgin Islands, Utah, West Virginia

Dentegra companies

The following enterprise companies are not affiliated with DDPA. However, the two United States insurance companies are authorized by DDPA to market and underwrite certain multi-state and national Delta Dental-branded programs.

Dentegra Group, Inc.

- Dentegra Insurance Company
- Dentegra Insurance Company of New England

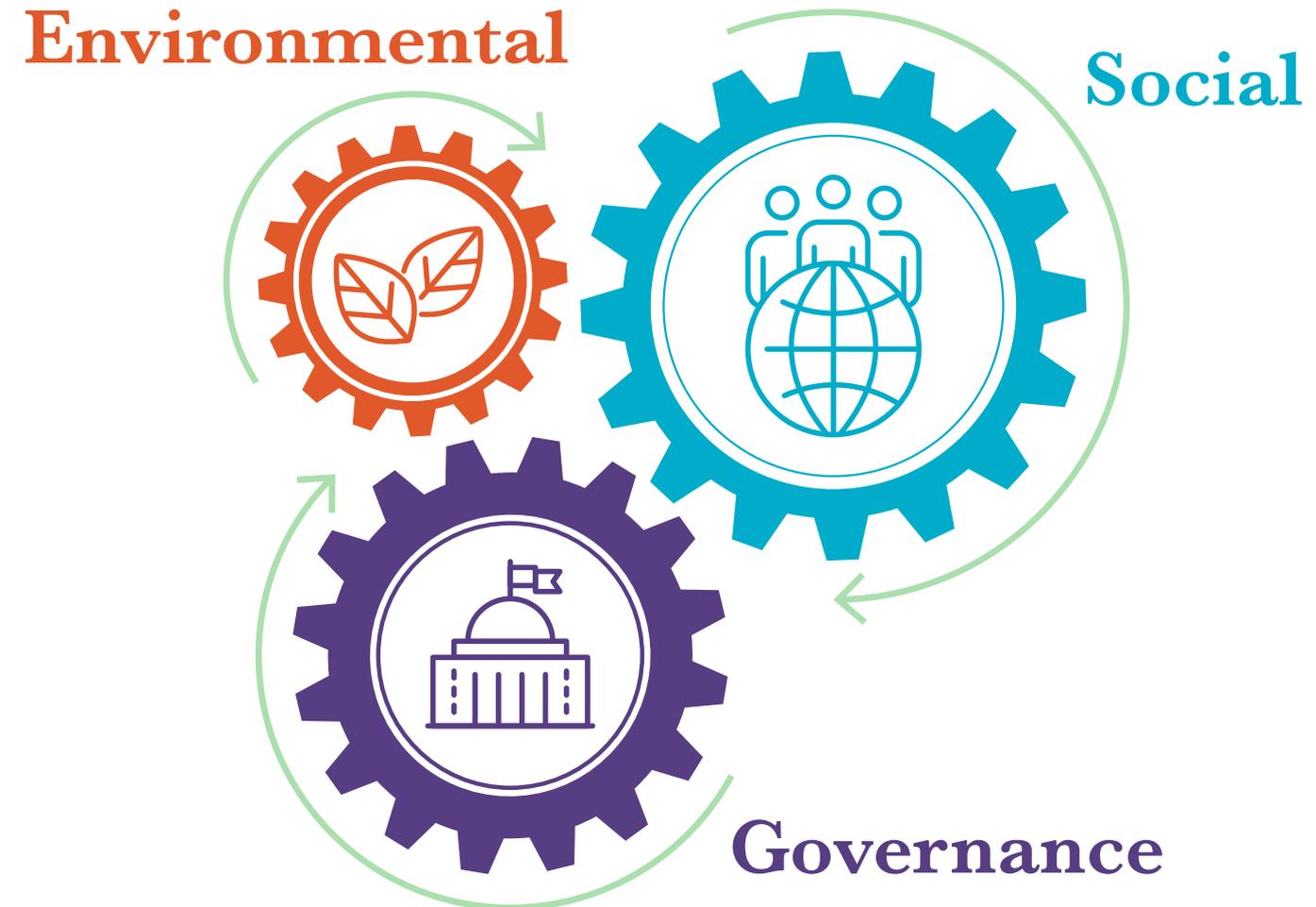
(*) denotes entity is a 501(c)(4) nonprofit organization

About this Report

Formerly the Social Impact Report, Delta Dental of California and affiliates (“Delta Dental”) has shifted to a Community Impact Report for 2023 to address the growing interest in increasing environmental disclosures in addition to the incredibly impactful social work that has been performed in years past.

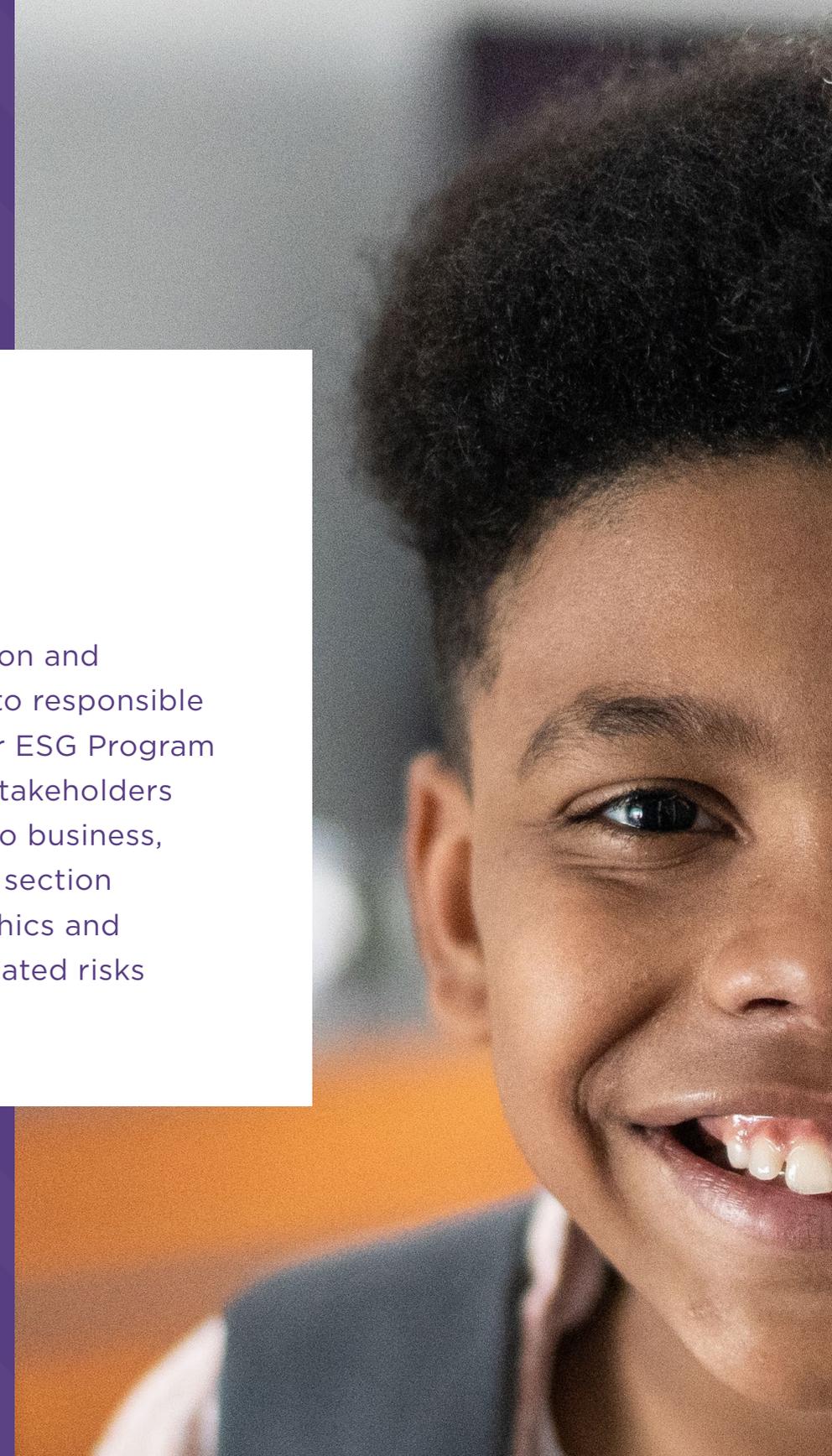
This report details changes that we have made in 2023 as it relates to business leadership, corporate and ESG governance, policies, and social and environmental impact. The 2023 report is in the beginning stages of structuring to align with the Global Reporting Initiative (GRI) reporting framework with an intention to fully align with and reference GRI in years to come. To contribute to broader international efforts toward sustainability and social responsibility, we will also consider alignment with the United Nations Sustainable Development Goals (UNSDGs).

As impact can be both positive and negative, Delta Dental intends to be transparent. Whether something to celebrate or an opportunity to improve, measuring all impact and responding appropriately with intentional initiatives and strategy shifts will make our ESG Program stronger and allow for greater positive impact.



GOVERNANCE

In our 2023 Community Impact Report, we are proud to highlight the evolution and accomplishments of our governance framework, reflecting our commitment to responsible business and our Environmental, Social, and Governance (ESG) Program. Our ESG Program reflects our dedication to addressing the most critical issues impacting our stakeholders and the wider community. Through our policies, we formalize our approach to business, reinforcing our core values of Trust, Service, Excellence, and Innovation. This section highlights our ESG initiatives, policies, transparency and reporting efforts, ethics and compliance, cybersecurity measures, and strategies for managing climate-related risks and opportunities.





ESG Program at Delta Dental

In 2023, we created our ESG Council as the governance structure to oversee ESG strategy and its connection to the business strategy and overall goals. The ESG Council is composed of executive leaders from various areas of the company. The Council meets quarterly to discuss prioritization and implementation of the ESG strategy. This ESG Council is supported by a business owner to coordinate all program activity, and a group of ESG Functional Leads, who provide ideas, information and data from their respective areas of focus to support the ESG Program.

Our ESG Council is responsible for informing appropriate boards within the larger Delta Dental system, which includes the Delta Dental of California Board and selects boards of our affiliates. Their updates typically include the status of our programs and overall business performance. This ESG governance structure enables Delta Dental Boards to effectively oversee various aspects of our ESG program and initiatives.



Materiality is the Foundation for our ESG Program

In 2023, Delta Dental completed our first third-party facilitated ESG materiality assessment to understand the ESG topics that are most relevant to our business and our stakeholders. Our initial materiality assessment focused on gathering input and insights from internal stakeholders regarding a range of ESG topics and issues relevant to our industry, operational regions, value chain impacts and strategic initiatives. Based on the assessment, the following topics highlighted to the right were identified as our priority ESG areas of focus.

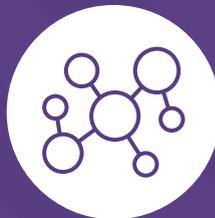
The results of the 2023 materiality assessment informed the creation of Delta Dental's four-year ESG roadmap and the content of this 2023 Community Impact Report. As our ESG Program matures, we plan to reevaluate these key ESG areas every two to three years to maintain alignment with our business objectives and stakeholder interests by undertaking additional materiality assessments with input from external stakeholders.

Delta Dental's ESG Focus Areas



Network Partners

Helping members find care providers they identify with as well as navigate proximity and availability.



Access to Quality Care

Creating a connected experience to help members in managing all aspects of their oral health.



Delta Dental Community Care Foundation

The Community Care Foundation exemplifies our commitment to fostering equitable health outcomes and building caring, resilient communities. In 2023 alone, the Community Care Foundation allocated \$26 million to various causes, demonstrating our commitment to giving back to the communities we serve.



Cybersecurity and Protection

Our commitment is to maintain robust cybersecurity measures across operations.



Diversity, Inclusion and Belonging

At Delta Dental, we believe that to be engaged, you must feel included, respected and valued. We act intentionally to champion inclusion and belonging, and we are committed to building a culture where our employees can be their true selves at work.

Policy Center and Relevant ESG Policies

An integral aspect of ensuring that impact is delivered in a consistent, measurable way is the implementation of policies to ensure accurate tracking and measuring of metrics. The ESG strategy is carried out through initiatives that are strengthened by formal policies. Initiatives have or can develop formal programs that strengthen the initiative and, therefore, strategy.

In addition to ESG strategy alignment, our core organizational values are achieved through our policies that formalize how we do business. This key aspect of our governance enables our employees and other stakeholders to act in a way that supports and protects our customers, providers, employees, communities and the environment.

Below is a sample of the dozens of policies that are relevant to our ESG stewardship. All policies are reviewed regularly by the appropriate subject matter experts and business owners.

- Workplace Security and Anti-Violence Policy
- Equal Employment Opportunity Policy
- Operations Security Global Standard Policy
- Business Ethics Policy
- Compliance Training Curricula Policy
- Harassment and Notice of Private Practices Policy
- Ethics Guide

In the future, Delta Dental intends to strengthen its policies by adding a Supplier Code of Conduct and a Sustainable Procurement Policy.





Transparency and Reporting

At Delta Dental, our reporting is driven by an internal desire for storytelling around impact as well as increasing requests from customers who desire more information around our ESG and sustainability initiatives.

We report the above to widely recognized ESG reporting platforms and create our own Community Impact Report. Since 2017, we have reported through our Social Impact Report which has been made available to potential/existing customers as well as Delta Dental employees. To ensure transparency and accountability, we have also reported to CDP for three years, increasing our score year over year. CDP is Delta Dental's main reporting framework to track and ensure our environmental reporting is in alignment with industry best practice.

New to Delta Dental's ESG reporting platforms is EcoVadis, an ESG reporting platform that assesses for-profit companies' ESG Program and initiatives. EcoVadis is a holistic platform that evaluates both the ESG Program in full as well as media findings as it relates to business activities. Because EcoVadis is intended for for-profit companies, we have reported only on Delta Dental Insurance Company in 2023. The submission provides only a portion of our impact, and therefore an incomplete picture of the full ESG Program at Delta Dental of California and affiliates.

In 2023, Delta Dental explored aligning our Community Impact Report with the Global Reporting Index (GRI) and researched alignment with UN Sustainable Development Goals (UNSDGs). Delta Dental will

continue to explore this alignment in future years and has already identified synergies with several UNSDGs.

Our Community Impact Report, as well as the chosen external reporting frameworks, serve as an indication that we are dedicated to measuring our impact and reporting progress on ESG initiatives. It supports the story for employees, customers and network providers that we are committed to a more environmentally friendly and socially just world.



Ethics and Compliance

Delta Dental is committed to the highest ethical standards. As a crucial part of the health care ecosystem, our providers, customers and employees count on us to safeguard their sensitive information and be good stewards by eliminating fraud, waste and abuse. Accomplishments under ethics and compliance include:

- Expansion of Delegation Oversight of First-Tier Downstream and Related Entities
- Expansion of Compliance Monitoring of Internal Business Processes
- Compliance and Ethics Helpline for Employees
- Ethics Guide - Code of Business Conduct
- Annual Compliance Training Updates

Expansion of Delegation Oversight of First-Tier Downstream and Related Entities

Our company places a strong emphasis on delegation oversight of first-tier and downstream entities that complete work on our behalf. These entities are seen as extensions of our organization, and as such, we are responsible for ensuring they operate ethically and in accordance with the law. In 2024, we will oversee 50 vendors and entities providing services on our organization's behalf.

Expansion of Compliance Monitoring of Internal Business Processes

Our company is dedicated to upholding the highest standards of ethical conduct and compliance with regulatory requirements. As part of this commitment, we conduct regular internal compliance monitoring of our business processes to ensure that our organization is operating in accordance with relevant regulations. By closely monitoring our operations and processes, we can identify any potential areas of non-compliance and take corrective action promptly. This approach helps us maintain a strong culture of compliance and integrity within our organization, ultimately contributing to our positive social impact. In 2024, our focus is on the review of five business area functions to assess compliance gaps and three compliance programs to assess their effectiveness.

Compliance and Ethics Helpline for Employees

Delta Dental prides ourselves on a culture of openness, trust and integrity; therefore, we have established a helpline to provide a communication tool for reports of suspected misconduct. Syntrio Lighthouse Services, Inc. is a third-party vendor who will receive reports from our employees and protect their anonymity, if desired. Helpline reports will be investigated in a timely and confidential manner. Nobody will be subject to retaliation because of a good-faith report.





Ethics Guide – Code of Business Conduct

The Ethics Guide is a tool that informs employee reasoning, behavior and conduct inside and outside of Delta Dental. The principles and resources outlined in the Ethics Guide position employees to always do the right thing. The Ethics Guide is approved by the Chief Compliance Officer and the Board of Directors and is reviewed annually. Contents of the Ethics Guide include:

- Raising concerns
- Conflicts of interest and outside employment
- Anti-corruption and antitrust and fair competition
- Accepting and giving gifts
- Selection and use of third parties
- Compliance with laws and regulations, accurate books and records, and workplace safety
- Intellectual property, physical assets and confidential information
- Communicating with external parties and corporate social responsibility



Annual Compliance Training Updates

Delta Dental has a compliance training program that ensures all workforce members are knowledgeable on important compliance topics, such as state and federal regulatory requirements, Medicare Advantage requirements and group-specific requirements. Our training also covers general compliance topics such as reporting ethics violations and our code of conduct.

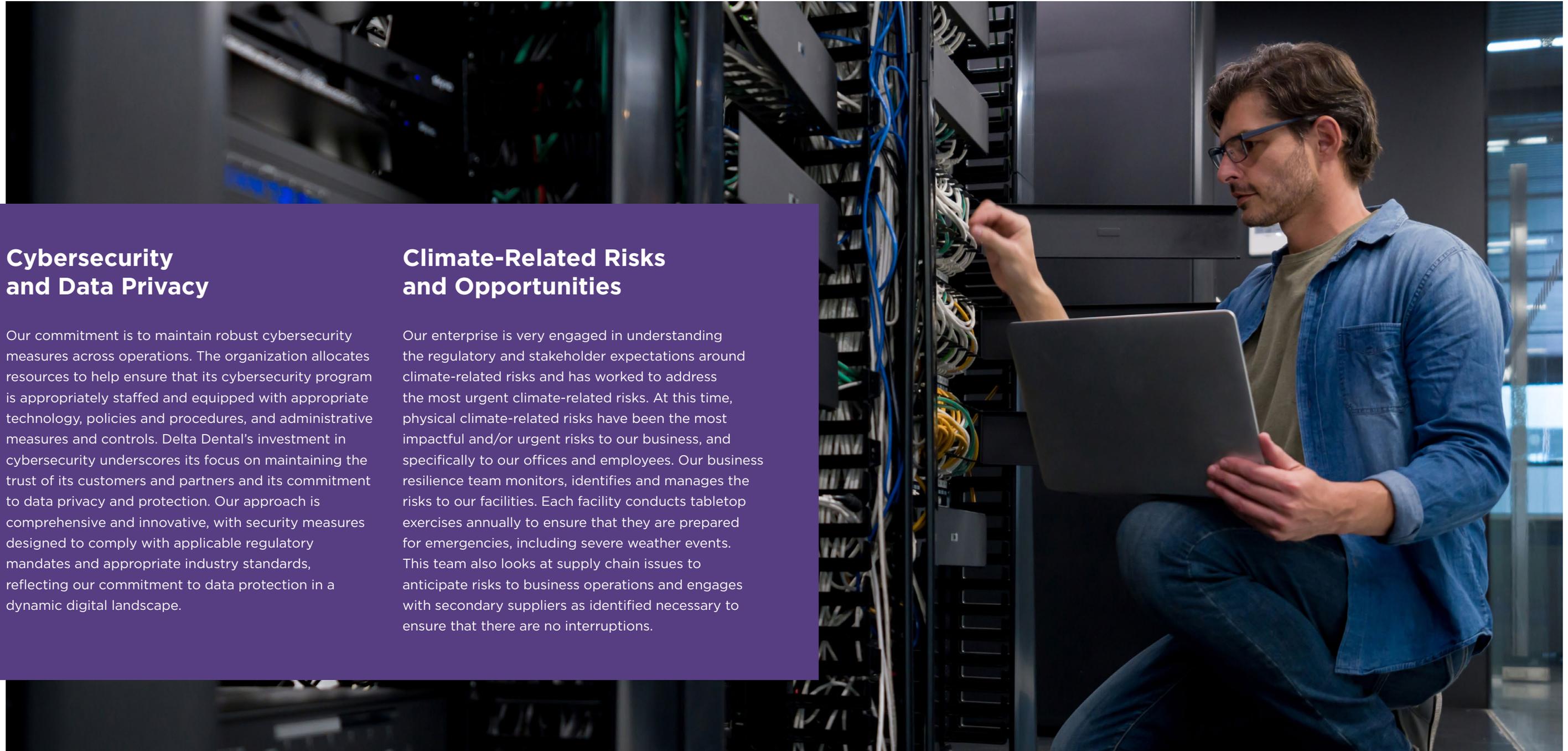
Delta Dental seeks to continuously improve our training program to ensure all workforce members are getting the information they need, without being overly burdensome on business operations. Throughout 2023, our team underwent efforts to update the training to make them more concise, while also adding information, such as updates to how to report phishing emails. The knowledge check questions embedded in the training were refined, to ensure that all workforce members understand key compliance concepts.

Cybersecurity and Data Privacy

Our commitment is to maintain robust cybersecurity measures across operations. The organization allocates resources to help ensure that its cybersecurity program is appropriately staffed and equipped with appropriate technology, policies and procedures, and administrative measures and controls. Delta Dental's investment in cybersecurity underscores its focus on maintaining the trust of its customers and partners and its commitment to data privacy and protection. Our approach is comprehensive and innovative, with security measures designed to comply with applicable regulatory mandates and appropriate industry standards, reflecting our commitment to data protection in a dynamic digital landscape.

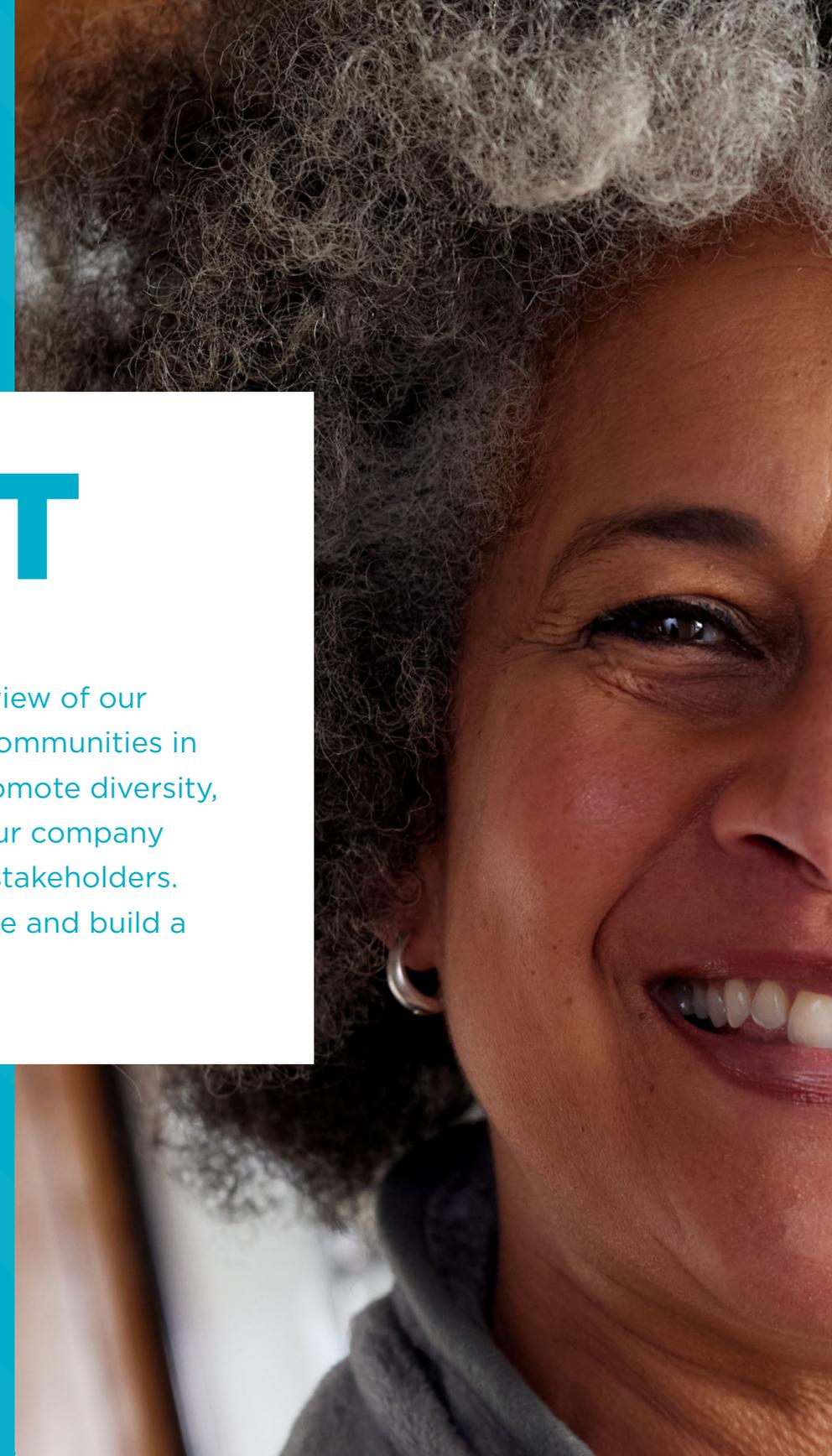
Climate-Related Risks and Opportunities

Our enterprise is very engaged in understanding the regulatory and stakeholder expectations around climate-related risks and has worked to address the most urgent climate-related risks. At this time, physical climate-related risks have been the most impactful and/or urgent risks to our business, and specifically to our offices and employees. Our business resilience team monitors, identifies and manages the risks to our facilities. Each facility conducts tabletop exercises annually to ensure that they are prepared for emergencies, including severe weather events. This team also looks at supply chain issues to anticipate risks to business operations and engages with secondary suppliers as identified necessary to ensure that there are no interruptions.



SOCIAL IMPACT

This next section of the Community Impact Report provides an illustrative overview of our efforts to improve health by providing access to quality care; engage with the communities in which we operate; create a supportive and equitable work environment; and promote diversity, inclusion and belonging. We believe that social responsibility extends beyond our company boundaries and encompasses the well-being of our employees, customers and stakeholders. By investing in our people and communities, we seek to drive meaningful change and build a sustainable future for all.



Our Purpose: To Improve Health by Providing Access to Quality Care

We believe access to quality care is more than a pathway to the dentist. Access to quality care is about living up to our commitments to quality and creating a connected experience, in partnership with providers, to help members in managing all aspects of their oral health. Specifically, we are committed to:

- Helping members understand their plan benefits, care diagnoses and treatment options and their associated implication
- Helping members understand how to stay healthy and navigate a fragmented health care system
- Helping members identify affordable options, understand the finance aspects of care and how to get the most value
- Helping members find care providers they identify with as well as navigate proximity and availability

Delta Dental programs and partnerships are designed to proactively understand and address obstacles to healthy living and meet the needs of our members and their health journeys. The programs, initiatives and offerings outlined across the following pages demonstrate our commitment to delivering top-notch oral health care and illustrate the way our purpose contributes to the overall health and well-being of our members.

- ✓ **Delta Dental PPO™**
- ✓ **DeltaVision**
- ✓ **DeltaCare® USA**

Offering Product Options to Support the Needs of Our Members

At Delta Dental, we offer a wide variety of dental and vision insurance product options tailored to the needs of individuals, families, employers and state and federal programs. Our dental insurance product includes plan types that provide the flexibility to choose the benefits that best serve member needs.

We are prioritizing the distinct needs of seniors to enhance the quality of our aging populations. Through initiatives such as our Senior Oral Health Partnership Program, we are addressing the senior oral health care crisis through partnerships with community-based organizations focused on improving access to care. The program's multifaceted approach aspires to improve the health of our aging adults, particularly those in marginalized communities. To learn more about the Senior Oral Health Partnership Program, see **Page 27**.

Currently, within our Health Plan Alliances Segment, we serve over 1.86 million Medicare and Medicaid members. In partnership with health plans, Delta Dental provides high-quality dental programs to some of the most vulnerable populations in our communities. Medicare and Medicaid are utilized by growing populations in our nation. We are working to ensure this membership has access to affordable and high-value dental health services and quality networks bundled with their health care coverage.

AARP and Delta Dental partner to offer dental insurance for seniors. The AARP® Dental Insurance Plan is designed to meet the needs of AARP members, with a comprehensive nationwide network of qualified dentists. A choice of PPO plans and DHMO plan types are available in most states and ensure that seniors can access essential dental services.

Comprehensive Dental Plans for Veterans and Military Families

As the largest dental services provider to over 1.1 million veterans, military retirees and their family members, we offer tailored dental plans designed to meet the specific needs of this important population. Under these plans, outlined below, we provide comprehensive dental coverage through the Federal Employees Dental and Vision Insurance Program (FEDVIP), the Veterans Affairs Dental Insurance Program (VADIP) and Veterans Affairs Community Care Network (CCN). Each program is crafted to ensure that veterans and their families receive the oral health services they deserve, with a focus on accessibility, affordability and high-quality care.

- FEDVIP offers extensive dental coverage to military retirees and their families, ensuring they receive the best possible oral health care. 42% of all military retirees and their family members are covered by Delta Dental.
- VADIP is designed for veterans and those eligible under the Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA) who need dental care but may not qualify for dental benefits through the Department of Veterans Affairs (VA). This program allows them to purchase dental insurance at a reduced cost.

- CCN is the VA private sector care network for Veterans. CCN is VA's direct link with community providers to ensure eligible Veterans receive timely, high-quality care. VA contracts with TriWest to manage CCN Regions 4 and 5, and Delta Dental serves as the sub-contractor to TriWest to manage the dental network. CCN Region 4 includes the western states of Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Texas, Utah, Washington, Wyoming and the United States territories in the Pacific, including Guam, American Samoa and the Northern Mariana Islands. Region 5 is the state of Alaska.

The impact of our support for Veterans and military families extends beyond providing dental coverage. Through our partnerships and sponsored programs, we can address the broader health needs of this community, ensuring they receive comprehensive care that contributes to their overall well-being. We remain dedicated to enhancing our offerings and reaching more Veterans and their families each year, continuously evaluating and adapting our programs to serve them better. Learn more about our partnerships and sponsored programs for Veterans and military families on **page 31**.



Delta Dental Quality Program Pillars



CLINICAL QUALITY MANAGEMENT

How we establish that our network of providers is trustworthy — free of fraud, waste and abuse.



DELIVERY OF QUALITY MANAGEMENT

How we sell, onboard and administer our products and plans to stakeholders.



BUSINESS QUALITY MANAGEMENT

How we evaluate, standardize and measure quality across the enterprise.

Quality Care and Service

The goal of our Quality Oversight and Improvement Program is to support seamless access to quality care and service between our organization, our contracted provider partners, and members. Our quality care and service outcomes are built on the belief that better health outcomes are achieved by delivering exceptional care through a patient-centered approach in partnership with providers, anchored in health outcomes* that are:

- **Effective:** Ensure patients receive the best treatments and care based on scientific knowledge and best practices for standards of care
- **Equitable:** Care and service is easily accessible and does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location or socio-economic status
- **Efficient:** Provide affordable cost of care that is free from fraud, waste or abuse
- **Safe:** Avoid harm to patients from the care intended to help them
- **Timely:** Reduce wait times and delays for those who receive and provide care

With patient-centered quality goals aligned across the organization, we are organized to deliver on these goals through the supporting pillars below. Our 'why' is grounded in the recognition that a holistic quality approach transcends a mere program; it symbolizes a transformative strategy, structure and culture-reimagining journey. This journey is our shared commitment to continually enhance quality across every facet of our organization, showcased in our delivery of access to quality care for all.

Delta Dental Insurance Company received Credentialing Accreditation from the National Committee for Quality Assurance (NCQA). NCQA is a private, non-profit organization dedicated to improving health care quality. NCQA's Credentialing Accreditation is a quality assessment program that focuses on consumer protection and customer service improvement.**

*Institute of Medicine (IOM). Crossing the Quality Chasm: A New Health System for the 21st Century. Washington, D.C: National Academy Press; 2001.

**NCQA has reviewed and accredited Delta Dental Insurance Company's Credentialing functions only. For complete details on the scope of this review, visit www.ncqa.org



Helping members understand their plan benefits, care diagnosis and treatment options and their associated implications.

At Delta Dental, we are committed to empowering members with comprehensive knowledge and understanding of their health care journey. A member's understanding of plan benefits, as well as financial factors, keeps them informed and empowered to make confident decisions about their care. At the core of this commitment is our philosophy of providing the best balance of access to care and cost savings through our industry-leading networks.

The Cost Estimator is a helpful tool that provides a personalized estimate of how much members will pay at their next dentist visit. The tool also allows members to compare up to five dentists at a time. The customized cost is based on a member's actual benefits and allows members to choose the procedure they need, the tooth being treated, as well as the type of filling they prefer. Additionally, the tool allows the member to understand the potential savings available if they switch to another dentist. The tool is optimized for desktop and mobile, so members can get an estimate on their computer, tablet or phone. For more information, members can learn more about the **Cost Estimator and other easy online tools** by visiting the Delta Dental website.

To help ensure our members are best positioned to navigate barriers to care, we offer a platform that provides a virtual tele-dentistry solution. Virtual dentistry offers members convenient access to a Delta Dental dentist for answers to questions, quick checkups, second opinions or other oral health needs in between visits to the dentist's office. Patients can follow up with their dentist virtually, receive reminders for routine check-ups and discuss any concerns or questions they may have. Through virtual dentistry, members with minor oral needs that may require a script for pain can avoid visits to the emergency room. Virtual dentistry enables ongoing communication between patients and dental practitioners, facilitating continuity of care.

Through our Language Assistance Program (LAP), we are able to provide vital documents (such as Evidence of Coverage booklets and Explanation of Benefits statements) and culturally sensitive communications, fostering better engagement with members. In addition, we provide no-cost translation services for documents distributed to enrollees, as well as interpretation services for enrollees' calls to our Customer Service Contact Center and during visits to dental offices. LAP compliance is ensured through ongoing monitoring of the program and evaluation of metrics and feedback about the program.

Helping members understand how to stay healthy and navigate a fragmented health care system.

Our commitment to member education and support extends beyond the pathway to the dentist to encompass holistic guidance that enhances overall well-being and health. Here are a few highlights:

We're proud to offer DeltaVision in partnership with VSP, the leading vision carrier in the country, to cover annual exams, generous frame allowances, low out-of-pocket costs, fixed pricing on lens enhancements and essential medical eye care. To support the whole patient, annual eye exams can help detect over 270 systemic disorders including cancer and diabetes¹. Through DeltaVision, members have access to VSP's Choice Network, with more than 119,000 points of service nationwide – supporting our purpose of improving health by providing access to quality care.

In addition to improving the health of members, we believe DeltaVision helps to meet a need in the market. Vision coverage is commonly among the top five health care benefits most frequently requested by employees, behind only major medical and dental insurance. A dental-vision bundle makes administering benefits easier for employers and provides employees with a single contact and bill for their dental-vision benefits.

SmileWay Wellness Benefits offer additional, fully covered benefits to members who have been diagnosed with chronic medical conditions like diabetes, cancer, heart disease and rheumatoid arthritis and who may benefit from additional teeth and gum cleanings. We recently expanded our SmileWay Wellness Benefits to cover nine additional chronic medical conditions, bringing the total to 14 including all types of cancer and HIV/AIDS. By expanding these benefits to cover more conditions, we are helping more members connect their oral and overall wellness.

LifePerks is a member-only program providing discounts on products and services for a healthy, balanced lifestyle. Members that sign up receive access from anywhere (on any device) to a variety of valuable discount offers including health and wellness, oral health care, lifestyle, travel and entertainment.

Delta Dental's BrushSmart™ is an oral wellness program that drives better oral health behaviors through engagement and rewards. Available exclusively to Delta Dental plan members, it is designed to help individuals improve their home oral care and overall oral health. Members receive special offers on dental products from notable brands as well as incentives for maintaining a healthy smile.



¹American Optometric Association, Systemic Conditions with Ocular and Visual Manifestations, 2024.

“Our collaboration with the American Heart Association marks a pivotal step towards strengthening access to quality, integrated care and emphasizes the role of dental visits as part of a holistic health check which can offer early detection of cardiovascular disease and other conditions.”

- Daniel W. Croley, DMD
Chief Dental Officer

CASE Study | Healthy Smiles,
Healthy Hearts™

Oral health can be an indicator of overall health and well-being. Inflammation and bacteria in the teeth and gums can travel through the bloodstream to other parts of the body, including the heart and brain. Chronic gum inflammation may be associated with other systemic diseases including coronary artery disease, stroke and diabetes.

Approximately 28 million patients see their dentist each year but not a physician. Dentists are a crucial resource for counseling and screening patients for many chronic diseases, including hypertension and oral cancer, creating a valuable opportunity to drive prevention and earlier detection in the oral health setting.¹

The American Heart Association's (the Association) Healthy Smiles, Healthy Hearts program is a national health initiative, developed in collaboration with Delta Dental, that will expand care settings that deliver equitable, high-quality and integrated care. Through the Healthy Smiles, Healthy Hearts initiative, the Association and Delta Dental will engage oral health clinicians to create and implement a new standard of care for heart health screening at the dentist's office, by conducting blood pressure screenings and providing referrals to primary care providers if necessary. Additionally, the initiative will also educate health care professionals and patients on the link between heart health and oral health, emphasizing the importance of a patient's integrated care team in improving total health and well-being.

¹ Agency for Healthcare Research and Quality, Center for Financing, Access and Cost Trends, Medical Expenditure Panel Survey, Household Component, 2018.



Helping members identify affordable options, understand the finance aspects of care and how to get the most value.

When patients can afford and access necessary health care services, they are more likely to seek timely medical care, adhere to treatment plans and prioritize preventive care. By providing affordable options and helping members understand the financial aspects of care, we can mitigate financial stress and safeguard the financial well-being of our members. In 2023, we expanded our value-added discount programs into a full program called Member Perks, available to all enrollees. The Member Perks program provides members easy access to product discounts, value added programs, oral and overall health savings, and wellness resources all on one site to help improve the member experience.

For more information, visit our [Member Perks](#) page.



Helping members find care providers they identify with as well as navigate proximity and availability.

With nearly 155,000 participating dentists in more than 445,000 locations, Delta Dental has the largest proprietary, contracted dentist network in the United States. Three out of four dentists in the United States are Delta Dental providers. Our Network Development team continually monitors members' ability to access care through appointment and availability surveys, geoaccess reports, complaints and grievances related to access and more. We make every effort to recruit new offices within the service area when needed. If a member's provider does not participate with us, we encourage them to recommend their dentists for us to discuss their potential participation.

To meet the access needs of our members while providing ongoing network growth and stability, our Network Development division handles dentist recruitment. In addition, our Network Development department continually educates dentists on our contractual agreements and provides on-site training to dentists and their staff members, as necessary.

At Delta Dental, we continually:

- Conduct outreach to foster and maintain good relations within the dental community
- Visit dental offices to support quality assurance initiatives and maintain network stability
- Provide ongoing training to dentists and their staff on benefits and plan administration for all products
- Monitor dentist utilization patterns and recommend practice-management tools to simplify plan administration
- Verify that dentists abide by their participation agreements

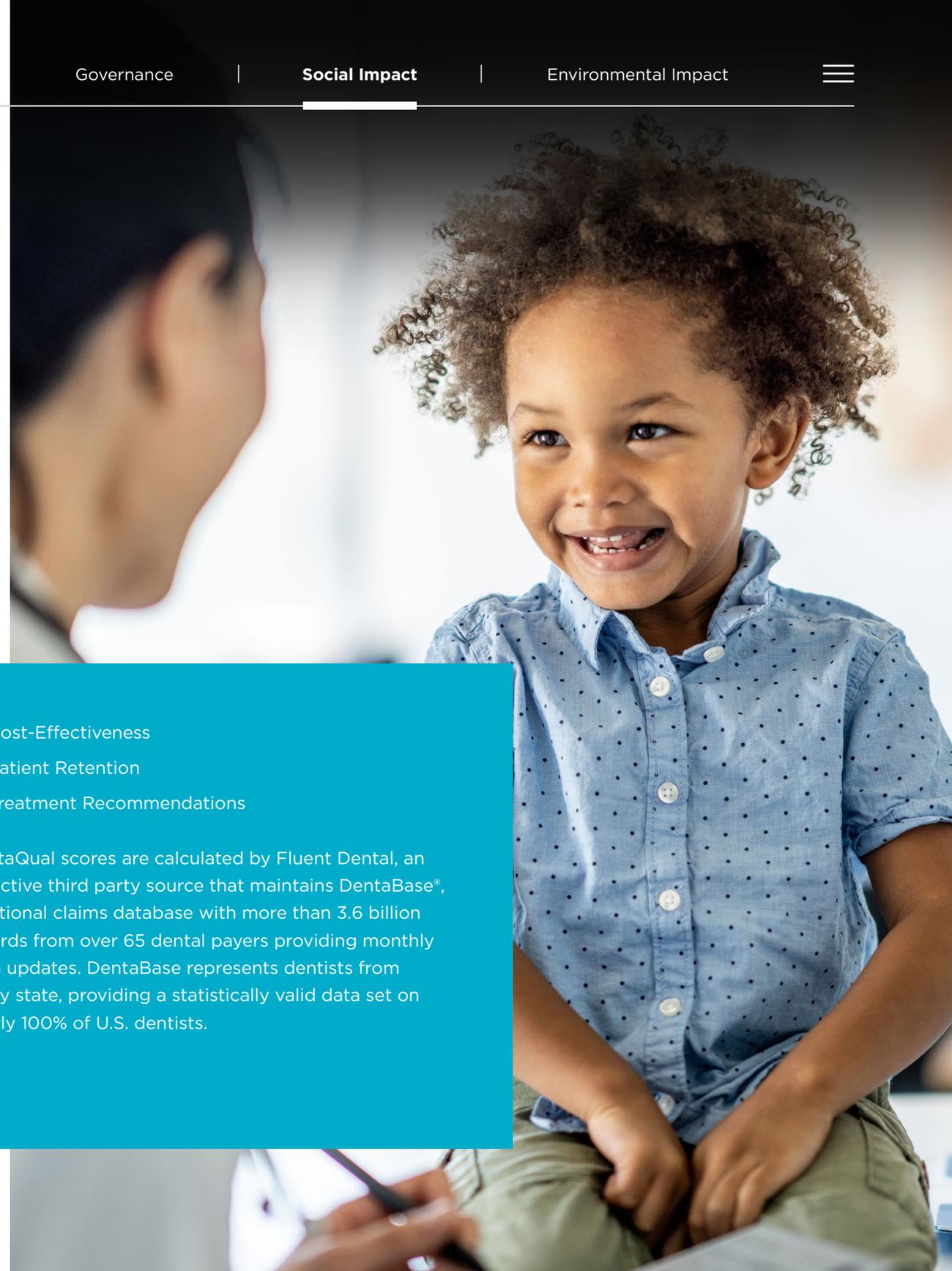
The DentaQual® Provider Quality Assessment System provides comprehensive online dentist directories for reviewing dentists. With DentaQual scores available alongside direct searching capabilities on Yelp, our provider directory search results provide members increased visibility of quality care scores, promoting greater transparency.

DentaQual provides overall scores for dentists, as well as individual scores, using a one-to-five star rating system, in each of the following assessment categories:

- Treatment Outcomes
- Commitment to Best Practices

- Cost-Effectiveness
- Patient Retention
- Treatment Recommendations

DentaQual scores are calculated by Fluent Dental, an objective third party source that maintains DentaBase®, a national claims database with more than 3.6 billion records from over 65 dental payers providing monthly data updates. DentaBase represents dentists from every state, providing a statistically valid data set on nearly 100% of U.S. dentists.

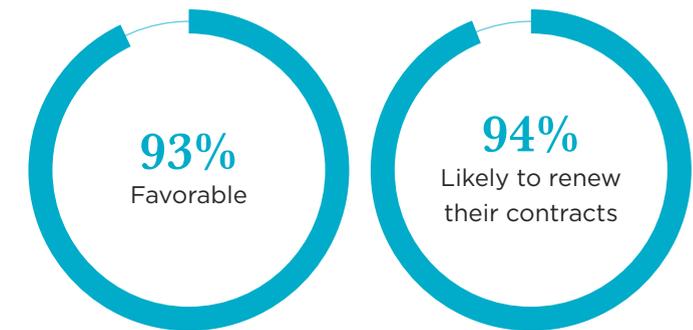




Member Satisfaction

In 2023, Delta Dental continued to deliver service and value to clients as highlighted in the 2023 results of our client surveys, which consistently showed high levels of satisfaction with our contracted dental network and benefit plans. Delta Dental's Enterprise satisfaction rating was 93% favorable, with 94% of respondents stating that they were likely to renew their contracts.

Delta Dental's Enterprise satisfaction rating:





Delta Dental Community Care Foundation

Delta Dental is deeply committed to its core value of Service, actively administering a range of programs that significantly contribute to the common good and general welfare of the community. Our Delta Dental Community Care Foundation exemplifies this commitment by fostering equitable health outcomes and building caring, resilient communities. Since 2011, the Community Care Foundation has awarded over \$150 million in grants across 15 states and Washington D.C.

These grants enable nonprofit partners, including Federally Qualified Health Centers, to provide vital and beneficial services to those in need, significantly improving the lives of community members.

To further address the needs of the local communities where our employees live, work and play, Delta Dental operates four employee-led community councils in our office locations: San Francisco Bay Area, Rancho Cordova, Pennsylvania and Georgia. These councils distribute smaller grants to causes and events our employees passionately support. In 2023, we funded a diverse array of causes through these councils, amounting to over \$1 million in total contributions.

Delta Dental's comprehensive approach to social impact, driven by our Community Care Foundation and employee-led initiatives, underscores our unwavering dedication to service and community welfare.

Joining Hands to Increase Access to Quality Health Care for All

As underscored in the findings of the ESG materiality assessment referenced on **page 10**, health equity has become an increasingly meaningful and important topic of interest to Delta Dental and the broader health care sector. The following programs and case studies showcase Delta Dental's current commitment and future goals related to health equity.

Key Initiatives and Impact:



ACCESS TO CARE GRANTS:

Awarded to organizations striving to enhance the availability of quality dental care for underserved children, seniors and adults



EDUCATION, RESEARCH AND SCHOLARSHIP GRANTS:

Support oral health research and scholarships for dental profession students



COMMUNITY GIVING GRANTS:

Aid local nonprofits focused on social justice, chronic disease management and disaster relief efforts

“Through Delta Dental’s decades of experience in the oral health care sector, we know that the unmet oral health needs of older adults represent a public health crisis and a serious gap in America’s health ecosystem.”

- Kenzie Ferguson, Vice President of Foundation and Corporate Social Responsibility for Delta Dental of California

Senior Oral Health Partnership Program

Delta Dental is tackling the senior oral health crisis with an innovative approach that focuses on community-based solutions. By funding and collaborating with local organizations, we are addressing the specific needs of their communities, providing patient care, advocating for systemic change, and building a replicable model for other regions. Our commitment includes two partnerships, each funded with \$1 million annually for five years, totaling \$10 million.

Delta Dental’s Unique Approach to Senior Oral Health:

Through the Senior Oral Health Partnership (SOHP) Program, the Delta Dental Community Care Foundation and its partners are dedicated to improving the oral health and wellness of older adults, particularly those living in poverty, people of color and individuals with mobility issues that limit access to care.

Senior Oral Health Partners:

- Howard University College of Dentistry, Washington, DC
- Mary’s Center, Washington, DC
- Dientes Community Dental Care, Santa Cruz, CA
- Salud Para La Gente, Watsonville, CA

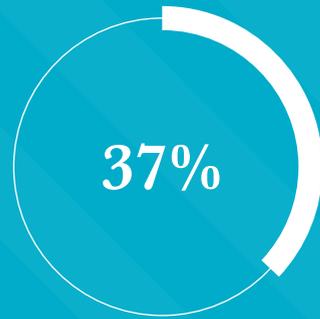


Each partnership is built on a shared commitment to common goals, aiming to establish a replicable model for community-driven oral health solutions intended to:

- **Expand access to oral care for seniors:** Significantly expand the availability of affordable, quality oral health care for all seniors, ensuring wide-reaching impact and inclusivity
- **Strengthen the workforce:** Create a strong, skilled oral health workforce to manage the needs of a growing older adult population
- **Advocate for change:** Advocate for systems-level change to reduce barriers to oral health access for older adults
- **Improve senior lives:** Dedicate efforts to reduce oral care disparities, directly enhancing the quality of life for seniors by ensuring equitable care and treatment

Our innovative approach, grounded in community collaboration and advocacy, positions Delta Dental as a leader in creating sustainable, impactful solutions for senior oral health.

Senior Oral health and Mental Well-Being: A Vital Connection



Say oral tooth pain intensifies feelings of depression or hopelessness



Feel shame about their oral health and appearance of their teeth



Worry about being negatively judged on the appearance of their teeth



Said the simple act of smiling can make them feel happier

Did You Know?

With oral health closely linked to heart, brain and mental health, it's critical to address the unique challenges seniors face in accessing proper dental care. Our **Senior Oral Health Survey Report** revealed that 72% of Americans aged 50 and older wish they had taken better care of their teeth in their younger years, yet many continue to face significant barriers in doing so. Our strategic partnership approach seeks to bridge these gaps, emphasizing oral health education and care and driving lasting policy changes to address the senior oral health crisis.

In recognition of Mental Health Awareness Month in 2023, Delta Dental conducted an extensive survey among seniors, unveiling the complex relationship between oral health and mental well-being. The findings from **Delta Dental's 2023 Senior Mental and Oral Health Report**, which surveyed over 1,000 older Americans about their oral health habits, reveal a troubling cycle: Mental health issues lead to oral health neglect, which in turn worsens mental health problems.

By funding and fostering collaborations with community partners, the SOHP Program supports the development of innovative approaches and expanding oral health services, paving the way for a scalable Senior Oral Health Care Model.

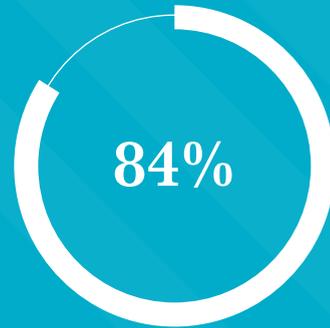
Case Study | Unlocking menopause’s hidden impact: 84% of women 50 and older unaware of menopause-oral health connection

In 2023, Delta Dental commissioned its first Senior Oral Health and Menopause Survey to explore the often-overlooked connection between menopause and oral health. The survey revealed a significant gap in awareness among women experiencing menopause and how dental providers can help them address symptoms related to menopause and recommend treatments. Though 70% of women 50 and older indicated they have experienced at least one oral health symptom since beginning menopausal symptoms, only 2% have discussed their concerns with their dentist and only 1% with their dental hygienist.

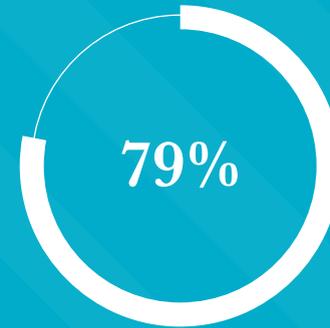
Despite experiencing these common symptoms, most women did not associate them with hormone shifts. While 39% said they experienced dry mouth, 77% were not aware dry mouth can be related to menopause. The survey findings clearly demonstrate the fact that dentists and dental hygienists are a prime, untapped resource for women navigating menopause.

Delta Dental is committed to providing older adults with consistent, quality access to oral health care, improving education and driving lasting policy changes to address systemic issues. To learn more about the survey, view [Delta Dental’s full report](#).

Breaking the stigma: Let’s talk about menopause and oral health



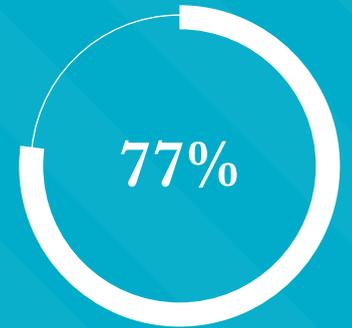
Are not aware of the potential impact of menopause on their oral health



Noticed a change in the appearance of their teeth and gums during menopause



Say they have discussed their concerns about menopause with their dentist



Plan to visit a dentist after learning about the link between menopause and oral health

Of the over **1,000** women surveyed, **70%** who have begun experiencing menopausal symptoms say they have noticed at least one of the following oral health symptoms:



“At Delta Dental, we are committed to empowering more whole-person care that incorporates oral health into overall physician care and wellbeing, including in menopause.”

- Sarah Chavarria, CEO and President at Delta Dental.

Community Engagement

In 2023 alone, the Community Care Foundation allocated \$26 million to various causes, demonstrating our commitment to community welfare. This funding included \$1 million for community resilience and social justice causes, \$4 million for the future of dentistry, \$10 million for senior oral health (see [page 27](#)), and \$11 million for affordable health care for all. In addition to the \$26 million, we have made an initial \$4 million investment in the American Heart Association’s Healthy Smiles, Healthy Hearts™ initiative. See [page 22](#) for more information.

Delta Dental has been a proud partner of the American Red Cross for 35 years and an Annual Disaster Giving Program partner since 2017, pledging \$500,000 annually to ensure the Red Cross is ready to respond whenever disaster strikes. We also engage in other meaningful ways, including hosting blood drives, organizing employee engagement events, building personal hygiene kits, and providing skill-based volunteers for the Code4Good program — a first-of-its-kind program that allows software engineers and engineering leaders to support the Red Cross with their expertise.



Spotlight: Delta Dental played a crucial role in propelling the campaign for Curry Senior Center’s new Tech and Wellness Hub+. Funding helped establish a dedicated space where seniors can enhance their digital skills, connect with loved ones, and manage everyday tasks. This new Hub empowers elders to stay active, engaged, and independent by providing essential programs and resources.



Spotlight: Philanthropic Company of the Year Award by American Red Cross (photos from the Red Cross Gala)
Photo Credit: Red Cross volunteer photographers: Albert Becker, Virginia Becker, Gabriel Williams

These partnerships exemplify Delta Dental's commitment to improving the lives of military members, Veterans and their families through dedicated support and volunteer efforts.

Supporting Veterans and Military Families
Delta Dental partners with key associations and Veteran groups to support active-duty military family members, Veterans, and their families in a variety of ways. These long-standing relationships are pivotal to our growth and retention in dental plans serving this demographic. We provide support through monetary contributions and volunteerism to several organizations, including those below.

Additional Partnerships Include:
Gold Star Wives of America, Inc.
Warrior Expeditions
Carry the Load
Sneakers for Soldiers
Wounded Veterans Relief Fund
Dentistry 4 Vets
Joint Military Coalition
Dental Lifeline Network



DAV (Disabled American Veterans)

DAV provides free, professional services to more than one million veterans and their families each year through benefits assistance, transportation to and from United States Department of Veterans Affairs medical appointments and more. Delta Dental supports DAV through monetary donations, volunteering at the National Disabled Veterans Winter Sports Clinic (the largest adaptive winter sports clinic in the world) and attending their annual national convention.

National Military Family Association (NMFA)

NMFA provides spouse scholarships, camps for military kids, and retreats for families reconnecting after deployment and for the families of the wounded, ill or injured. Delta Dental funds NMFA's advocacy, scholarships for spouses, and summer camps for military youths, supporting the 2.8 million family members of our troops.

Blue Star Families

We are proud to support Blue Star Families mission to strengthen military families by connecting them with their neighbors to create vibrant communities of mutual support to over 275,000 families. Delta Dental supports this association by contributing to their annual celebration event and helping military families achieve their career and family goals.

Military Officers Association of America (MOAA)

MOAA is the leading voice on compensation and all benefit matters for all members of the uniformed services community. We support MOAA's career transition program, fundraising golf tournament and scholarships for family members, benefiting their 360,000 members.

Village for Vets

This organization provides transitional housing and comprehensive support services to help homeless Veterans reintegrate into their communities, including dental care through its partnership with Delta Dental. They operate several residences that offer furnished apartments or rooms where Veterans can stay for up to two years after experiencing homelessness. Their goal is to help Veterans achieve residential stability, financial independence and an improved quality of life after overcoming homelessness.

Taking Exceptional Care of Each Other

The values of Trust, Service, Excellence and Innovation represent the character of our organization. They inform our behavior and guide our decision-making to shape our workplace culture. When we bring our values to life, we ensure we achieve our objectives without compromising our high ethical standards.

In 2023, Delta Dental achieved a remarkable talent retention rate of 89.6%, significantly surpassing industry benchmarks. Employees who feel valued and engaged are more likely to be productive, motivated and committed to their work. Our company culture is further reinforced by our low voluntary turnover rate (VTR), which we believe is an important indicator of workforce satisfaction as our employees continue to choose us over other opportunities. During 2023, our VTR was 9.62%, representing a significant decrease from 15.85% in 2022.

Retaining talent involves nurturing positive relationships, providing meaningful work, offering opportunities for growth and development, and recognizing and rewarding contributions — all of which contribute to higher levels of employee engagement and productivity. This section of the Community Impact Report highlights how we nurture our relationships with our employees.



Top 1,000 OF AMERICA'S GREATEST WORKPLACES FOR DIVERSITY BY NEWSWEEK



Ranked 28th out of 400 OF AMERICA'S BEST MID-SIZED EMPLOYERS BY FORBES¹



¹Forbes and Statista selected America's Best Employers 2023 through an independent survey applied to a vast sample of approximately 45,000 American employees working for companies with more than 1,000 employees in America. One thousand employers have been awarded across 25 industry sectors, including 500 large employers and 500 midsize employers. The evaluation was based on direct and indirect recommendations from employees who were asked to rate their willingness to recommend their own employers to friends and family. Employee evaluations also included other employers in their respective industries that stood out either positively or negatively.



Employee Engagement

At Delta Dental, we strive to cultivate an exceptional employee experience centered on fostering a sense of purpose, clarity, continuous growth, meaningful connections, empowerment and holistic well-being. Our listening strategy is designed to provide continuous understanding of all stages of the employee journey to drive action, improvement and innovation, to ensure exceptional experiences and keep us true to our purpose and values. The PeopleVoice! survey is administered multiple times a year and seeks feedback on three outcomes including engagement, culture and action.

- More than eight (out of 10) Delta Dental employees answered favorably on the question “How happy working are you working at Delta Dental?” in the 2023 surveys, averaging six points above our survey vendor’s health care benchmark.
- Employees remained particularly impressed with their direct leaders in 2023, with 82% of employees saying they would recommend their direct leader to others. This was our highest scoring survey item at the end of 2023.

We continue to coach all leaders on holding post-survey conversations with their teams after each survey. We use the Acknowledge, Collaborate, Take Action (ACT) model, where teams acknowledge where they are at, collaborate on where they want to go, and take one meaningful step towards improvement. We believe the long-term impact of this approach will not only sustain our high scores but help ensure every team member feels that their voice is heard and truly matters at Delta Dental.

Employee Recognition and Celebrations

Our employees are our strongest asset and their commitment to bringing our vision, values and purpose to life does not go unnoticed. Employee appreciation recognition is shared in many ways. Employees responses to Delta Dental's three pulse engagement surveys in 2023 resulted in an average score of 73 points on the Recognition metric. This score is 4-points higher than the healthcare benchmark for that item, highlighting our strong culture of recognition. Delta Dental observes **National Employee Appreciation Day** annually in March. Our People Experience team coordinates employee appreciation celebrations, virtual engagement opportunities and all-employee gifts. As we continue our journey to become a health care company, we know our employees empower our continued transformation.

While we celebrate Employee Appreciation Day in March, our gratitude for our team's contributions to our organization extends throughout the year. Our **StepUp! Recognition** programs enable employees to recognize colleagues who demonstrate our values by exhibiting outstanding behavior and contribution to the company, department or team. If a fellow employee has gone above and beyond by putting forth an exceptional effort or produced outstanding results, it is likely that they warrant recognition via StepUp!. In 2023, over 90% of Delta Dental employees were recognized for living one of our values of Trust, Service, Excellence, and Innovation through our StepUp! program. Recognition makes us all feel valued, engaged and appreciated for our contributions in helping to make Delta Dental a great company.

Employees can be recognized through StepUp! for the following reasons:

- **Values:** Our values of Trust, Service, Excellence and Innovation are integral to our organization's character. They not only define our behavior but also serve as guiding principles that shape our workplace culture.
- **Competencies:** Our competencies represent the knowledge, skills and abilities we look for in every Delta Dental employee. Our competencies match our business needs and position our employees for ongoing success.
- **Behaviors:** Our behaviors are observable actions we take to bring our values and competencies to life. At Delta Dental, our individual and our collective success is measured by the work we do and the way we treat one another.

When we practice living our values, competencies and behaviors every day in our work, we drive Delta Dental's success.

From recognition and engagement to team building and support, Delta Dental is proud to contribute to a culture that acknowledges professional and personal growth. Our PeopleLife! Celebrations program provides an opportunity for employees to share their important life moments, such as moving to a new home or adding a furry friend to the family, with each other through congratulatory messages, photos and videos. Additionally, Delta Dental recognizes and rewards loyal and long-serving members of staff at every five years of service, which are called "milestone

years." Our Cheers to the Years program celebrates these milestones and provides recognition for retiring employees. Retirement marks the beginning of a new chapter in an employee's life. To commemorate the experience, our People Experience team coordinates a customized retirement plaque to be shared in person or mailed to the retiree's home.



Pulse engagement survey (3) in 2023

4-points higher than the healthcare benchmark



StepUp! program recognition in 2023

Trust, Service, Excellence, and Innovation

Training and Professional Development

Delta Dental is committed to creating equitable advancement and growth opportunities for employees by providing them with the resources and support they need to achieve their career goals and deliver exceptional care for our customers, providers and each other.



of employees

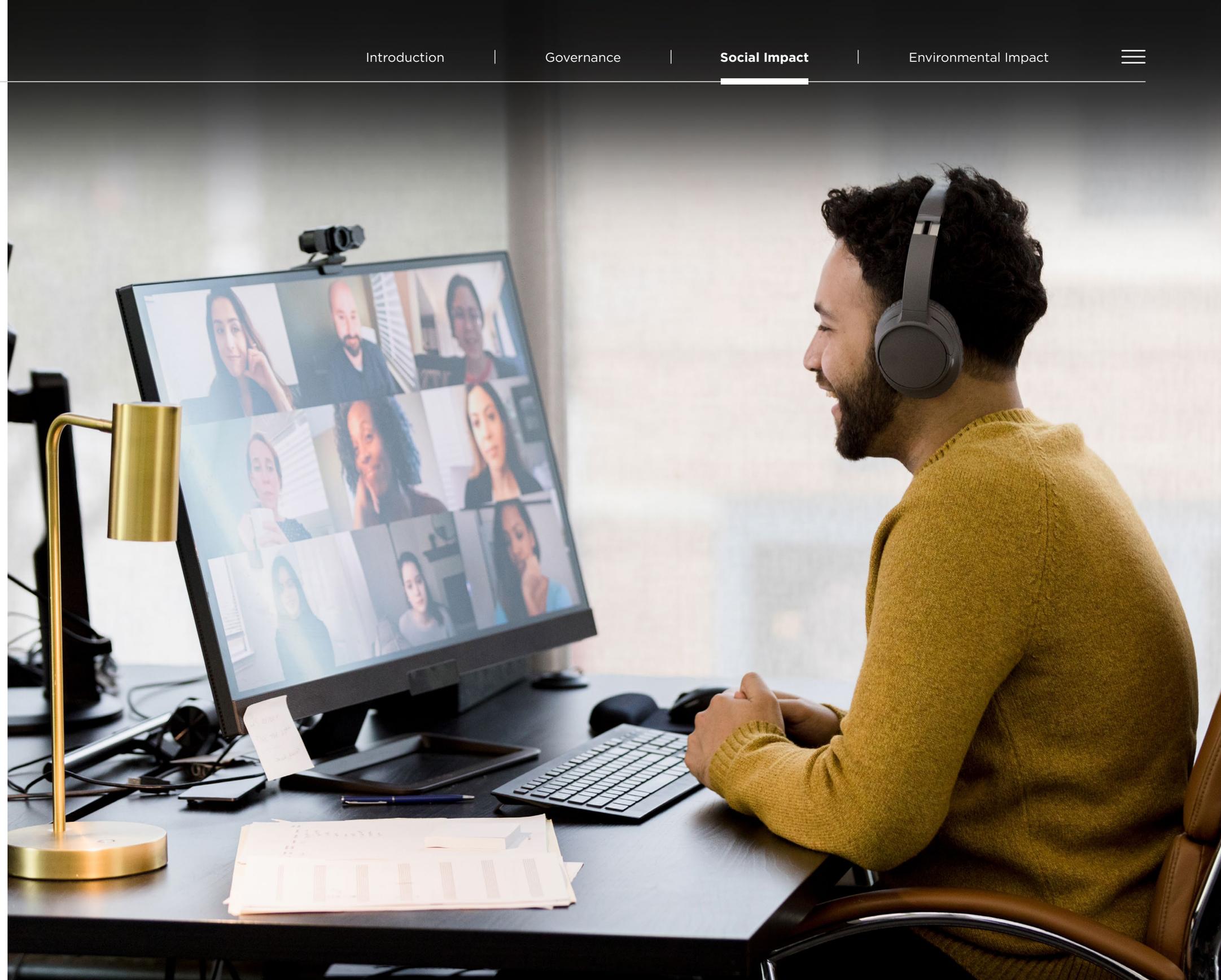
took company-sponsored skills training in 2023. Each learner completed approximately 16 hours of formal learning.

Leaders at Delta Dental have access to a variety of learning programs ranging from on-demand content to live, instructor-led courses taught by our in-house leadership development team.



of people leaders

completed at least one of Delta Dental's core leadership development programs including Situational Leadership, Essentials for Leading Change, Crucial Conversations and Coaching in Action in 2023.



LiveWell:
Empowering Well-being, Enriching Lives

Our people are our greatest asset, and compelling rewards go far beyond attracting and retaining talent. We are dedicated to safeguarding the health and financial stability of our employees and their loved ones. Our commitment extends beyond the workplace, fostering personal growth and creating an environment that enhances holistic wellbeing.

LiveWell: Empowering Well-being, Enriching Lives is our Total Rewards mission and the cornerstone of our commitment to our employees and their loved ones. Through this mission, we strive to provide life-changing rewards that are competitive, equitable, inclusive and easy to understand and access.

Our career framework is designed to help employees grow, develop and pursue career opportunities across the organization. Competitive rewards packages focus on what employees need and want, and our well-being movement motivates employees to reach their health goals. Our corporate employee well-being platform, powered by Virgin Pulse, exemplifies this commitment through four key pillars: physical, emotional, financial and social well-being. Employees are rewarded for fostering and maintaining healthy habits, including exercise, nutrition, sleep consistency, stress reduction, financial wellness and social connectivity.

While our competitive rewards package will continuously evolve, programs generally include:

- Medical, pharmacy, dental and vision benefits
- Holistic wellbeing program
- Fertility program
- Employee assistance program
- Personal Life Coaching
- Recognition program
- Competitive base and incentive pay
- 401(k) with robust matching and non-matching contributions
- Life, accident & disability insurance
- Health Savings Account (HAS) and Flexible Spending Account (FSA)
- Adoption assistance
- Tuition reimbursement
- Child, elder and pet care assistance
- Paid time off and paid holidays
- Paid time off for volunteer opportunities
- Charitable gift matching
- Delta Dental employee support fund

Delta Dental was a recipient of Virgin Pulse's 2023 Thrive Awards for demonstrating impressive growth in engagement and outcomes since our program's inception in 2021.



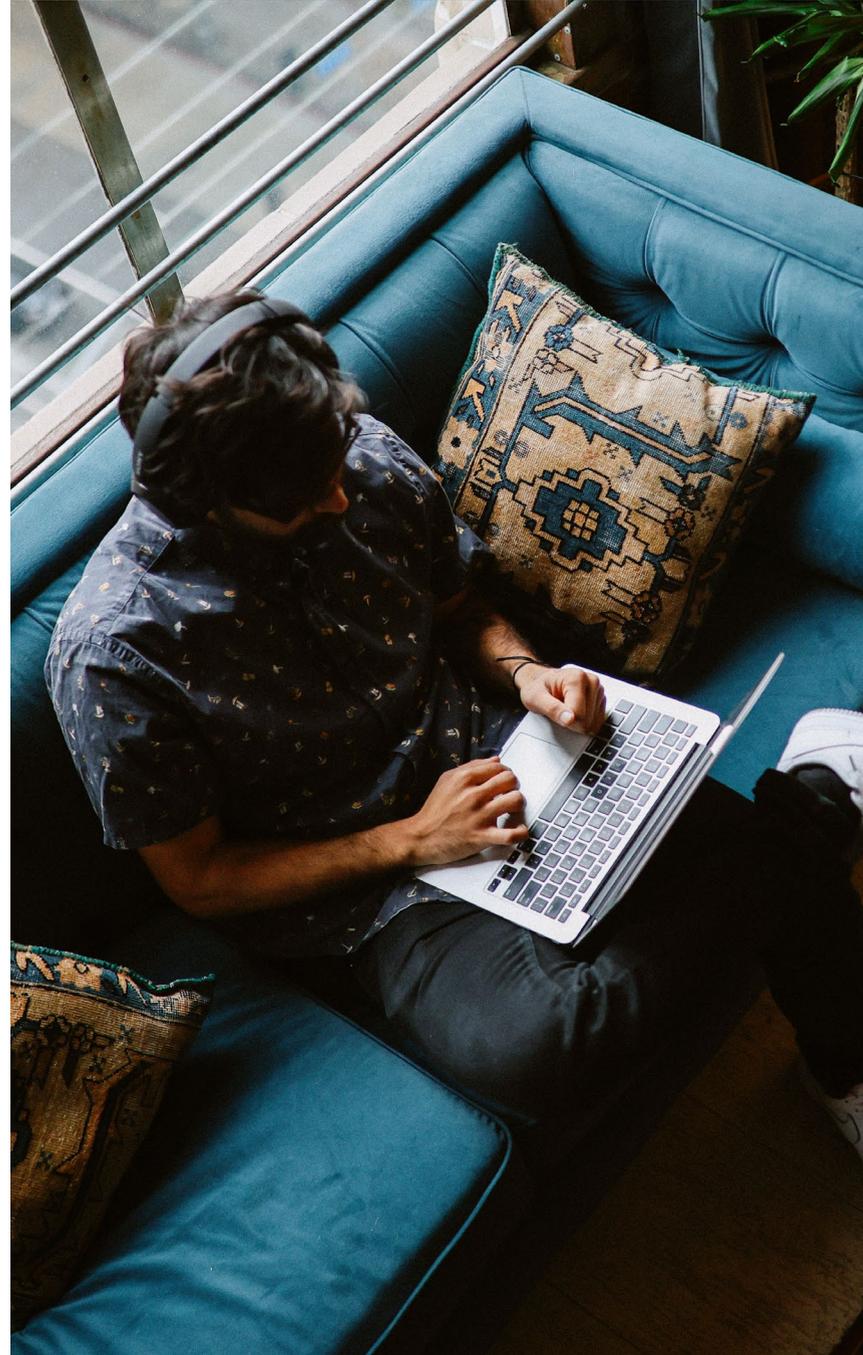


LeadWell:
Living our Values, Leading with Vision

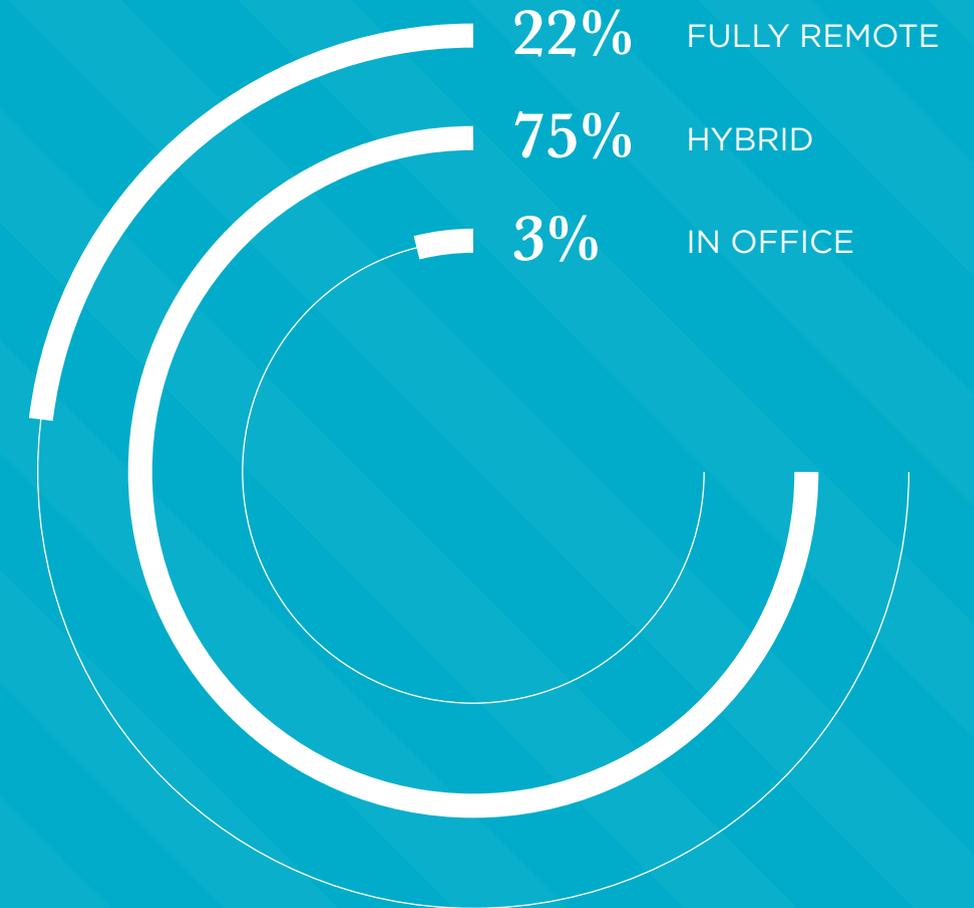
In 2023, Delta Dental designed and developed the LeadWell leadership framework and enablement strategy to further develop our leaders. LeadWell established a new vision for leadership at Delta Dental, where leaders create exceptional experiences for all employees, embody our values, foster accountability and inspire a shared purpose. The LeadWell program is a multi-year initiative, launched in 2024, designed to create a shared understanding of what it means to be a leader at Delta Dental. Through LeadWell, we have established a set of expectations for leaders to live our values through our competencies and create exceptional experiences for all employees.

WorkWell:
Exploring Hybrid Work Arrangements
to Drive Innovation

In line with our guiding values of Trust, Service, Excellence, and Innovation, Delta Dental remains focused on providing exceptional care for our workforce. Through WorkWell, we aim to promote flexibility and foster intentional in-person connections and collaborations. We believe this initiative will enhance our collective performance and innovation and reinforce our commitment to prioritizing employee well-being. We trust our leaders to use professional discretion in determining what is best to meet their business needs. By embracing hybrid work, we are not only supporting the well-being of our employees but also contributing to a more inclusive, engaged and environmentally conscious community. In 2023, we explored how we are working in this new hybrid work arrangements to better collaborate and connect to drive innovation.



Our current work arrangements include:

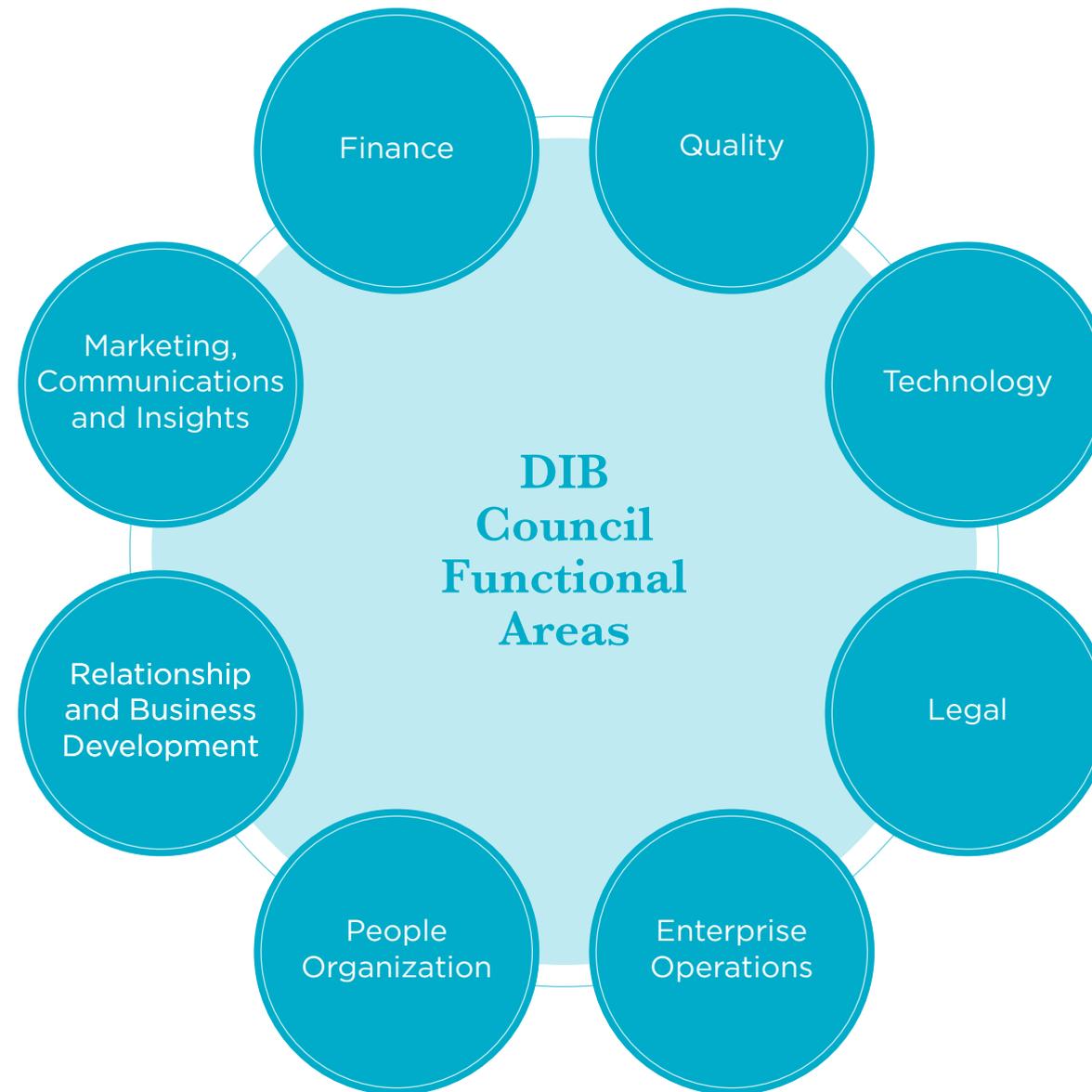


Diversity, Inclusion and Belonging at Delta Dental

Delta Dental believes that to be engaged, you must feel included, respected and valued. We act intentionally to champion inclusion and belonging, and we are committed to building a culture where our employees can be their true selves at work. We know that different ideas, perspectives and backgrounds create a stronger and more creative work environment that ultimately delivers better results. Current and future employees have high expectations for us to build and sustain a diverse, equitable and inclusive workforce. We are taking important, intentional steps to make progress on diversity, inclusion and belonging (DIB) efforts with transparency in our action steps.

As we expand our DIB efforts, we remain committed to embracing the diverse world around us and driving change to promote inclusion and belonging. When our workplace represents unique backgrounds and perspectives, we are better positioned to take exceptional care of our customers, providers and each other.

In 2023, the DIB Council – composed of leaders from various areas of the company and sponsored by our Chief People Officer – focused their efforts on advancing inclusion and belonging across the organization through four committees: DIB Reporting; DIB Training and Development; DIB Programs; and People Systems. The aim of the Council is to create a more inclusive and equitable environment that benefits all employees and enhances the organization’s overall performance and culture.



The DIB Council leads the way in creating and implementing our DIB priorities, which include:

Strategic Planning: Developing and implementing strategies to enhance diversity and inclusion within the organization. This involves identifying key opportunities for improvement and creating actionable plans.

Policy Development: Recommending and reviewing company policies and practices to ensure they support diversity and prevent discrimination. This includes recruitment practices, training programs, and workplace behavior standards.

Education and Training: Organizing workshops, seminars, and training sessions to educate employees about diversity, equity, and inclusion issues. This often includes topics like unconscious bias, cultural competence, and inclusive leadership.

Advocacy and Support: Acting as a resource and support network for employees from diverse backgrounds. This includes providing mentorship, addressing grievances, and promoting a culture of respect and inclusion.

Monitoring and Reporting: Tracking the progress of diversity initiatives and measuring their impact. This involves collecting and analyzing data on workforce demographics, employee satisfaction, and other relevant metrics.

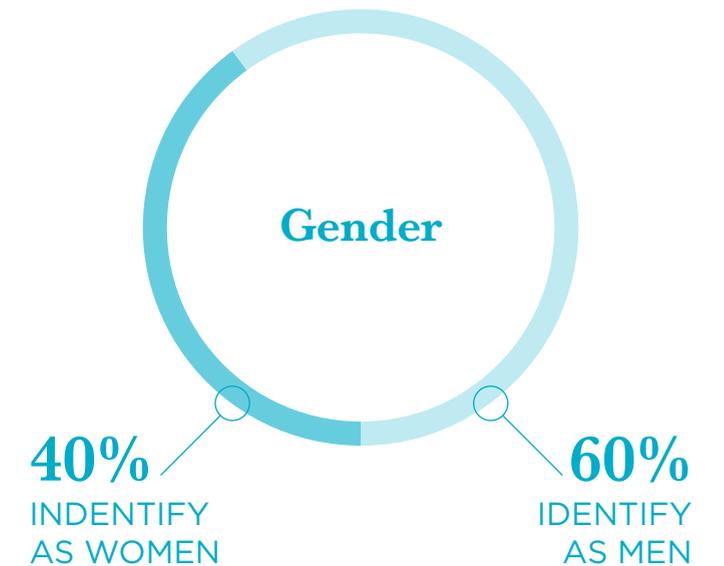
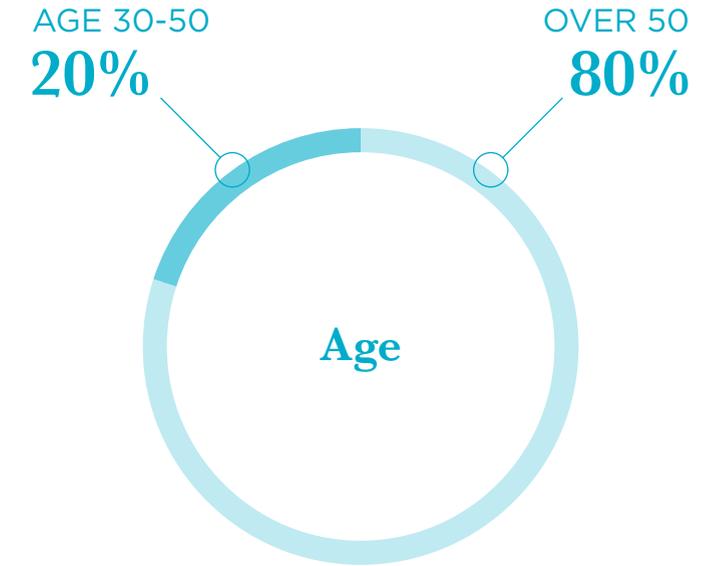
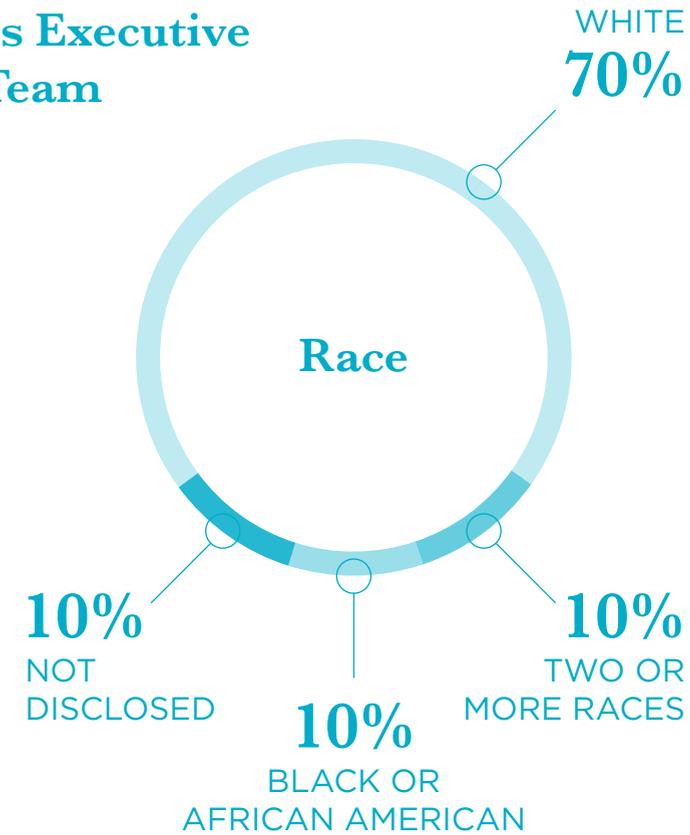
Communication: Promoting diversity initiatives and successes both internally and externally. This includes celebrating achievements, sharing stories, and fostering an ongoing dialogue about diversity and inclusion.

Collaboration: Working with other departments and external organizations to share best practices, participate in community outreach, and stay informed about broader diversity trends and issues.

Self-Identification

Through our self-identification campaigns we continue building on our culture of inclusion and belonging. We encourage all employees to voluntarily tell us about aspects of their identity so that we have a more complete understanding of our diverse workforce, understand their experience, and can care for their unique needs. This creates a culture where all employees can feel seen, respected and valued.

Diversity of the organization's Executive Leadership Team



Did You Know?

The Delta Dental Legal Department achieved its continuing Mansfield Certification from Diversity Lab, demonstrating its commitment to expanding the pool of qualified talent considered for leadership that included at least 50% historically underrepresented individuals, such as women lawyers, racial and ethnic lawyers, LGBTQ+ lawyers and lawyers with disabilities. The Legal Department has also been an actively involved member of the Leadership Council on Legal Diversity since 2018.

Diversity of the Delta Dental's employees

Age



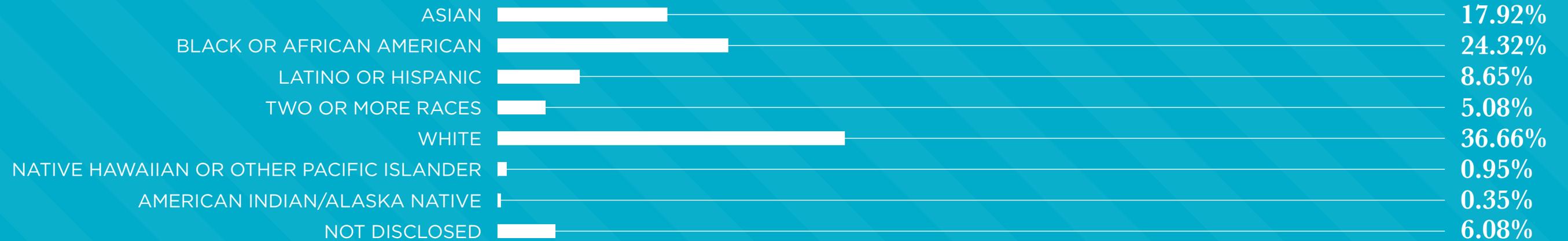
49
VETERAN
EMPLOYEES

Gender



182
EMPLOYEES
WITH DISABILITIES

Race



Inclusion Communities

At Delta Dental, we managed six Inclusion Communities (ICs) and one working group in 2023, with a goal to engage and build a sense of community and belonging for employees. Our ICs exist to benefit and advance their members and the organization by working strategically, both internally and externally. ICs are employee-led and are generally focused on providing support and resources, enhancing career development and contributing to personal development of their members in the workplace. With their support of each other and allyship, we have unique programming and continuous learning opportunities to build awareness of different cultures, business knowledge and perspectives throughout the year.

Delta Dental's current ICs are:

- **ABLE:** Alliance of Black Employees
- **ASPIRE:** Asian Pacific Islander Recognition and Empowerment
- **DLANTE:** Delta Dental Latinx and Hispanic Association of Nationwide Talented Employees
- **Family First:** Supports all facets of family life
- **Spectrum:** LGBTQ+ Employees and Allies
- **Women@Delta:** Women Employees and Allies

In 2023, the Family First IC was launched to bring more voices and perspectives to our DIB experiences while expanding our culture of inclusion of belonging.

Family First provides resources for employees through all facets of family life. This Inclusion Community aims to support business initiatives by taking care of each other, providing a safe space for employees to share experiences and get information on issues related to their specific family needs.

In 2023, Delta Dental launched its Adoption and Surrogacy Program to help lessen the financial burden of adoption and surrogacy. The program demonstrates our commitment to supporting employees through various stages of their lives and in the way that is right for them. The Adoption and Surrogacy Program is part of our broader initiative to create an inclusive and supportive workplace culture.

At Delta Dental we develop working groups to gauge employee interest, readiness and commitment prior to launching a formal IC. During the work group phase, we create an incubator for success by managing the group's set up, educating the group on the purpose, value and structure and provide day to day leadership until the group is ready to become an operable IC. In 2023, the Disability Awareness Working Group was created to foster an inclusive and accessible environment for individuals with disabilities. Once the structure is established and the readiness level for the next step is indicated, the Disability Awareness Working Group will officially become a successful IC.



Inclusion Community Impact



774
Inclusion
Community
members



of our employees
participate in an IC
at Delta Dental



Increased Inclusion
Community membership by
38%



Donated **\$90,000**
to charitable organizations including:

- RISE AGAINST HUNGER
- AMERICAN DIABETES ASSOCIATION
- AMERICAN HEART ASSOCIATION
- STOP AAPI HATE
- MAUI FOOD BANK
- WORLD CENTRAL KITCHEN
- LA FAMILIA COUNSELING CENTER
- VOLUNTEERS OF AMERICA
- FEEDING AMERICA
- HUMANE SOCIETY OF THE UNITED STATES
- THE PENNSYLVANIA YOUTH CONGRESS
- AID ATLANTA
- SACRAMENTO LGBTQ CENTER
- PLANNED PARENTHOOD
- MAMA DRAGONS

2023 Inclusion Community Achievements:

In 2023, ICs hosted nearly 40 activities focused on professional development, culture, community and commerce. 2023 highlights include:

- ABLE held the inaugural Juneteenth service and recognition event
- ASPIRE launched a six-month Mentorship Program for employees of the AAPI community
- DLANTE established external partnership with La Familia Counseling Center to serve the Hispanic/Latinx community in the Greater Sacramento area
- Spectrum sponsored the Atlanta, Georgia Pride Parade and Festival and the Harrisburg, Pennsylvania Pride Festival

Inclusive Leadership Training

Inclusion Communities also play a large role in developing leadership skills within our diverse workforce. Employees who become part of those leadership teams gain valuable leadership experience and exposure to a broader organizational network, opening doors to mentorship and career advancement opportunities. In 2023, Delta Dental hosted its first ever Inclusion Community Summit for 130 current and future inclusion community leaders. The virtual two-day immersive experience included panel discussions with business innovators and IC champions as well as networking sessions with external enterprise resource group pioneers.



Pay Transparency and Pay Equity

We are committed to fair, equitable and transparent pay. We include market competitive pay ranges on all internal and external job postings. Transparent pay practices help ensure that Delta Dental employees are fairly compensated based on their skills, experience and contributions. We firmly believe in a fair and inclusive work environment, where everyone is equitably recognized and rewarded for their contributions. Each year, we conduct an equity review of performance and pay to identify and address potential disparities among employees doing similar work with similar contributions.

Additional highlights include:

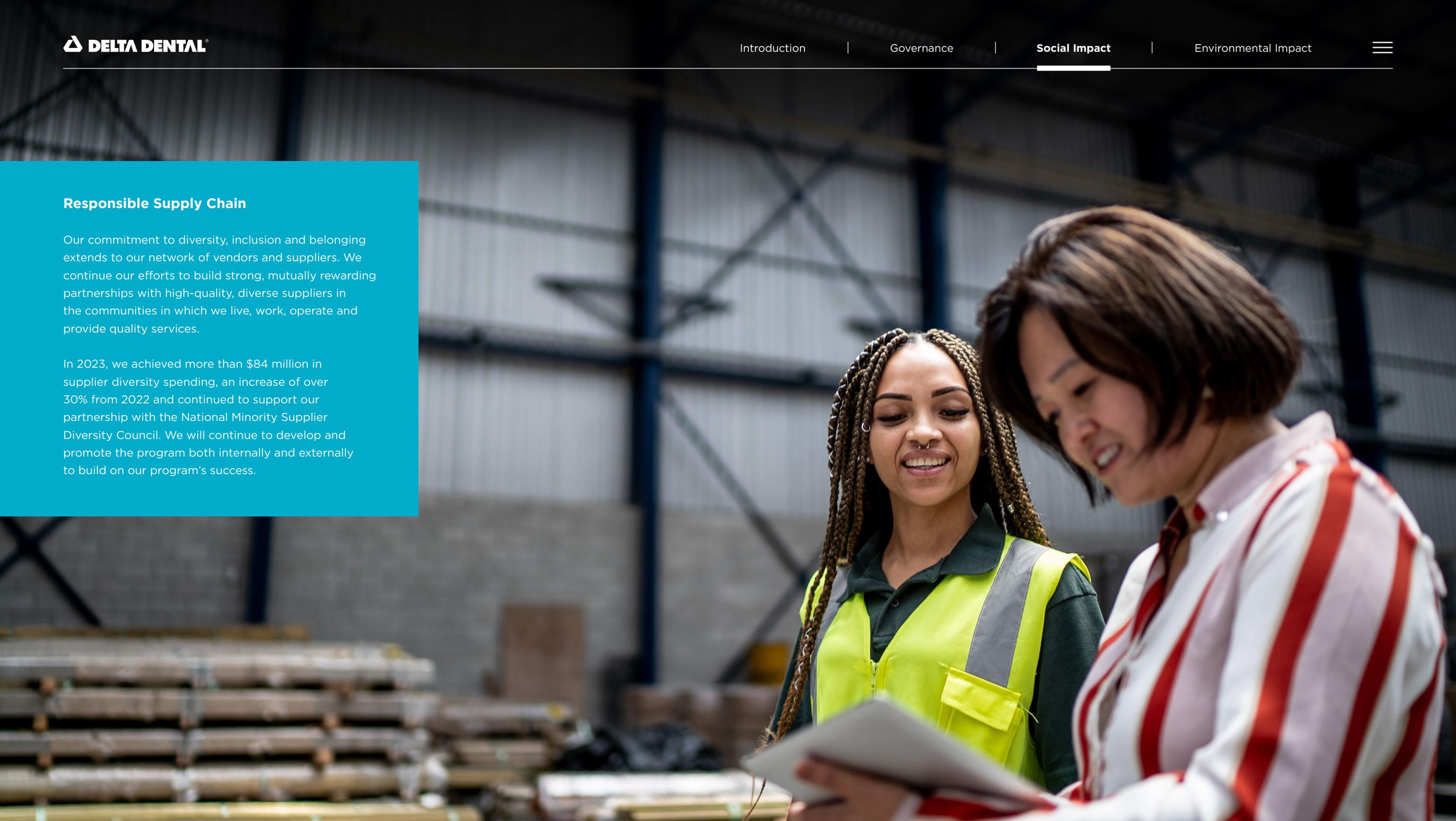
- Educating our leaders to make performance and pay decisions free from bias, and instead based on objective factors like performance, job level and location
- Avoiding asking candidates about salary history during hiring to prevent bias in offers
- Regularly benchmarking our pay against the external market to ensure competitiveness
- Adhering to established salary ranges to minimize potential pay gaps

Our commitment to pay transparency and pay equity is an integral part of our business strategy and values. It is just one way we foster a culture of trust, inclusivity and belonging.

Responsible Supply Chain

Our commitment to diversity, inclusion and belonging extends to our network of vendors and suppliers. We continue our efforts to build strong, mutually rewarding partnerships with high-quality, diverse suppliers in the communities in which we live, work, operate and provide quality services.

In 2023, we achieved more than \$84 million in supplier diversity spending, an increase of over 30% from 2022 and continued to support our partnership with the National Minority Supplier Diversity Council. We will continue to develop and promote the program both internally and externally to build on our program's success.





Volunteering and Philanthropy

Aligning with our value of Service, volunteering and philanthropic giving are essential to the employee experience at Delta Dental. The **Smiling It Forward** platform enables employees to champion causes close to their hearts. Since the platform's inception in 2018, Delta Dental employees have had the opportunity to take up to 16 hours of paid time off every year to volunteer for nonprofit causes. Additionally, if employees make monetary donations to a qualified charity of their choosing, Delta Dental will match those donations up to \$1,000 per employee. In 2023, nearly 70% of our employees demonstrated their commitment to service through volunteering or giving programs, contributing over 10,000 hours and \$483,000 to more than 14,000 causes. Delta Dental matched these donations with an additional \$413,000, culminating in nearly \$1 million in grants to local causes driven by our employees' passions and service.

Spotlight: Delta Dental employees in Alpharetta, GA volunteered to assemble dental kits to be donated to the community.

ENVIRONMENTAL IMPACT

At Delta Dental, we take pride in our ongoing commitment to environmental stewardship while striving to better serve our communities. This section of the Community Impact Report highlights our environmental contributions, focusing on sustainable design, construction and operations of our office spaces, responsible waste management, paperless solutions and green procurement. To monitor performance, we track energy consumption, recycling initiatives, paperless adoption rate, and our greenhouse gas (GHG) emissions. Through our annual GHG inventory, we seek to better understand our GHG footprint so we can take more actionable, impactful steps toward a more sustainable future.



Sustainable Design, Construction and Operations

Delta Dental aims to create an environment for employees that fosters connectivity, environmental responsibility, health and safety. Although our office spaces have not traditionally pursued certifications, we have made an effort to select office buildings that have a sustainability certification. In 2023, 38% of offices (by square footage) were located in a Leadership in Energy and Environmental Design (LEED) Certified building.

Delta Dental employs the following sustainable building strategies in the development of its office fit-outs. (A fit-out refers to the process of making interior spaces that are functional, efficient and productive environments that meet the specific needs and preferences of the occupants of the space.)

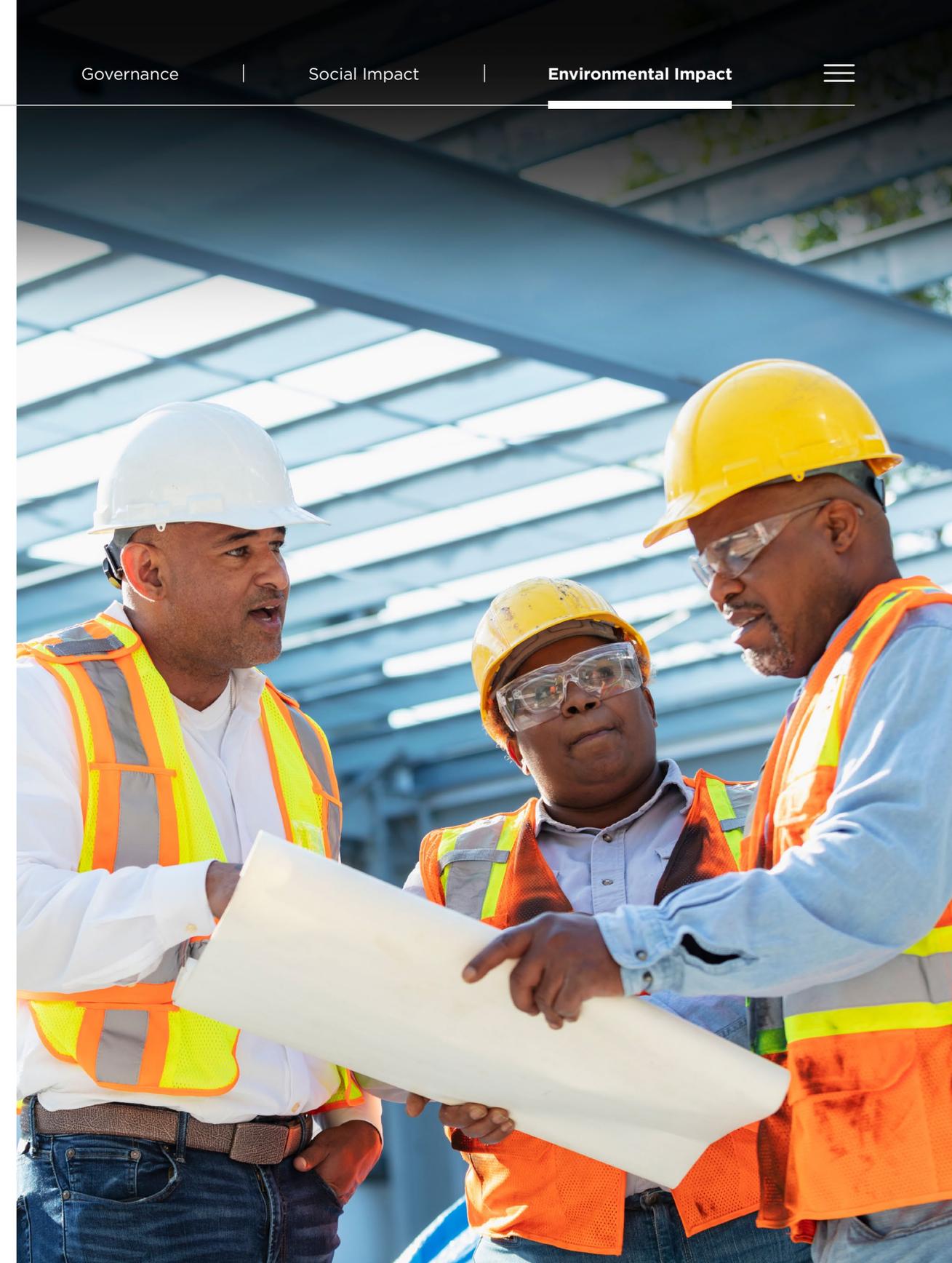
- Specifying low-flow plumbing fixtures to reduce interior water use
- Identifying furniture with sustainable attributes such as recycled content, local manufacturing and nontoxic materials
- Using paints and adhesives that are low-/no-VOC (volatile organic compounds) to support healthy indoor air for employees
- Implementing construction waste management plans during construction activity to limit waste sent to landfill
- Incorporating green cleaning practices that include nontoxic products and practices that are less harmful to the environment and employees
- Implementing construction indoor air quality management plans to support healthy indoor air for construction teams and employees

- Installing occupancy sensors and controls to reduce lighting usage
- Installing LED lighting where possible
- Incorporating recycling and composting (where possible) to limit waste sent to landfill

There were several notable office updates throughout 2023.

In Pennsylvania, the Camp Hill renovation is our new office building and replaces Delta Dental's One Delta and Ritter Road offices. The project is a 55,000-square foot, 2-floor, Class A interior office renovation featuring 25 private offices, 675 workstations, co-working/collaborative work areas, conference rooms, training rooms, a café, coffee bar and phone rooms. The renovation was under construction in 2023 and planned to open in Spring 2024.

The Rancho Cordova office in California underwent changes to right-size the office space for Delta Dental employees. Several pieces of furniture and carpet were recycled and repurposed throughout the process. Additionally, the Alpharetta office underwent a LED retrofit in 2023 that included the replacement of 228 fluorescent lamps with LED lamps. The old fluorescent lamps that still worked were kept on site for reuse in case of supply chain issues with replacing LED lamps in the future. This is aligned with one of Delta Dental's environmental values to reduce waste and reuse materials wherever possible.





Healthy Offices

WELL Health-Safety Rating (HSR) certification became a necessary response during the COVID-19 pandemic to ensure that Delta Dental created a healthy and safe environment to support our employees returning to offices. The strategies within the WELL HSR have been informed by existing features within the WELL Building Standard, International WELL Building Institute's Task Force on COVID-19 and guidance by the World Health Organization (WHO), United States Centers for Disease Control and Prevention (CDC), global disease control and prevention centers and emergency management agencies, as well as recognized standard-making bodies such as American Society for Testing and Materials (ASTM) International and American Society of Heating and Air-Conditioning Engineers (ASHRAE), and leading academic and research institutions.

Delta Dental has pursued and received WELL HSR certification for its main offices over the last three years. Our offices in Alpharetta, Oakland, Rancho Cordova, San Francisco and Camp Hill were recertified or certified in 2023.

Key Performance Indicators

Energy, Water, Waste, Greenhouse Gas Emissions

At Delta Dental, our portfolio consists mainly of leased office space, where data availability can be a challenge. We work with our landlords to procure actual data for our leased office spaces and use estimations to gap fill where data is unavailable. As part of our data tracking process, we are committed to data improvement over time to increase its access to actual data.

Energy

Our data centers, co-located in California and Virginia, continue to be the largest source of electricity use at Delta Dental. Electricity use at these locations totaled 7,448,497 kilowatt-hours (kWh), a 13% increase from 2022 due to additional equipment at both facilities.

Water

Our emphasis on water reduction focuses on selecting low-flow fixtures in new designs and or renovations. Tracking water use and reduction is one of our future goals.

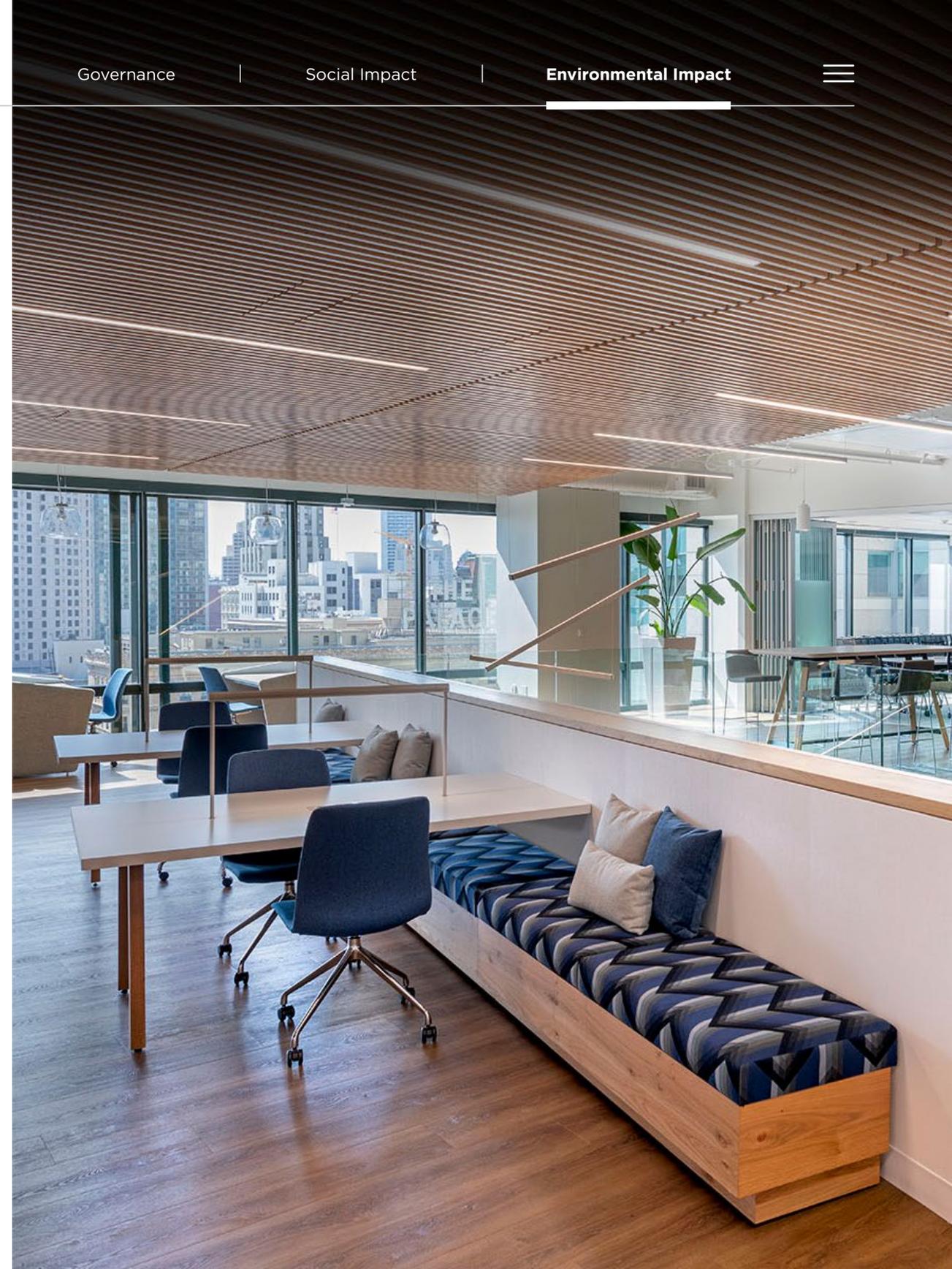
Waste

While we rely heavily on estimated data for our traditional waste streams (landfill, recycle, compost), we make every effort to divert materials from the landfill. Highlights of our waste diversion practices are included in the waste management efforts section.

Greenhouse Gas Emissions (GHG)

For our 2023 GHG Inventory, we expanded our focus by including additional scope 3 categories to understand emissions throughout our value chain. Scope 3 emissions refer to indirect greenhouse gas emissions that occur in the value chain of an organization and are generated from sources not owned or directly controlled by the organization. This expansion allows us to obtain a more detailed and holistic view of our GHG footprint and empowers us to take more actionable and impactful steps towards reduction in the future. More information is available in the GHG Inventory case study on the following page.

Delta Dental evaluates data's materiality to our overall business operations to indicate whether setting a reduction target will be meaningful or impactful based on our business operations. The evaluation of actual data availability and materiality evaluation drives Delta Dental's commitment to setting reduction targets at the energy, water, waste and carbon level. 2023 marked another year of data improvement and moved us closer to their goal of setting reduction targets in the future.





**Case Study: GHG Inventory
Process and Improvements**

Delta Dental has been evaluating and better understanding its approach to climate action over the last few years. Part of this climate journey is quantification of GHG emissions through a GHG Inventory. GHG inventories show a company's carbon footprint through direct and indirect emissions associated with its business activities. Delta Dental has reported scope 1, scope 2 and limited scope 3 categories in years past. In 2023, Delta Dental committed to increasing its applicable scope 3 categories in order to develop a more comprehensive GHG Inventory. The GHG Inventory will be the basis for determining additional climate action associated with carbon emissions reduction targets.

The inclusion of the applicable scope three categories resulted in an increase in scope 3 emissions. Delta Dental sees this increase in emission quantification as an opportunity to better understand its GHG footprint and be able to take more actionable, impactful steps toward reduction in the future.

Renewable Energy

Delta Dental has purchased renewable energy credits (RECs) as a method to invest in the renewable energy market and lower our scope 2 market-based emissions. Additionally, some of the building owners where we lease office space already purchase RECs on behalf of the building and all tenant space within. We work with our landlords to better understand renewable energy that has been applied on behalf of our landlord to their electricity use, therefore lowering our scope 2 market-based emissions. Delta Dental continues to be part of the EPA Green Power Partnership and encourages development of new United States-based renewable electricity resources.



Waste Management Efforts

Paperless adoption and e-communications, recycling initiatives

Delta Dental's waste management practices have been an integral piece to its environmental efforts. Waste management efforts include appropriate waste diversion practices in office spaces, office development and renovation material recycling and reuse opportunities, e-waste and hard-to-recycle materials and paperless adoption.

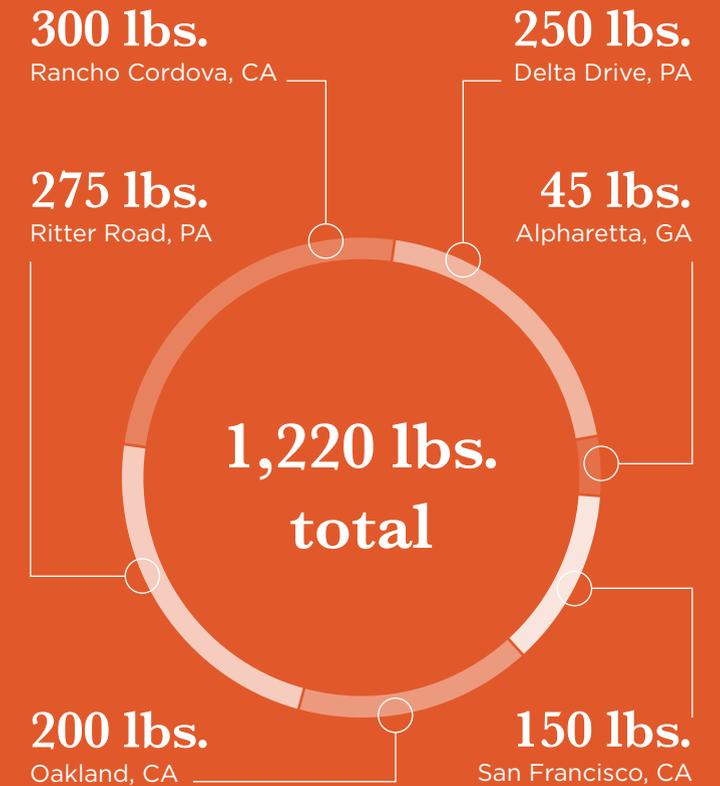
Camp Hill, PA Office Fit-out

The Camp Hill office practiced appropriate waste diversion throughout its fit-out process. The old flooring at the Camp Hill office was appropriately recycled through the Interface™ re-entry program, diverting 15,196 lbs. of flooring from landfill. As part of this fit-out, the Ritter Road and One Delta offices donated 538 office chairs to various locations.



E-waste and Hard-to-Recycle Initiatives

Delta Dental hosted an Earth Week event for employees to bring in e-waste and hard-to-recycle materials for recycling. Participation in the event was strong across all offices and we estimate that the more than 1,000 lbs. of e-waste were recycled across our offices, as outlined below:



Paperless adoption

At Delta Dental, our enrollees and providers are encouraged to go paperless, increasing paper suppression, which drives both cost savings as well as resource reduction. Over the years, paper suppression has steadily increased. In 2023, enrollees who opted in to paperless mailing increased from 58.9% in 2022 to 60.1% and providers who opted in to paperless mailing increased from 47.2% to 51.5% compared to 2022 figures.

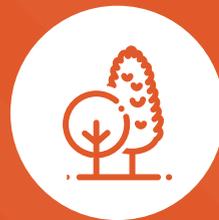
To help reduce carbon emissions and improve cost savings for the healthcare industry, Delta Dental's Public and Government Affairs team is working proactively to ask state legislatures to adopt electronic communications in healthcare as a default option for group benefit managers and group subscribers.

The "E-Comms" initiative is now law in Alabama, Florida, Louisiana, Mississippi, Pennsylvania, Texas, as well as in several non-enterprise states. We presented and championed the initiative to the National Coalition of Insurance Legislators, which this year adopted a model act that encourages all states to follow suit.

The following impacts are estimated avoided use, meaning that we are avoiding the following emissions and resource reductions by not using the paper product:



WOOD:
2020 U.S. short tons



ENERGY:
12,900 million BTUs



CARBON EMISSIONS:
9,080,000 CO₂e



WATER:
10,800,000 gallons



SOLID WASTE
595,000 lbs.



Source: <https://c.environmentalpaper.org/individual.html>

Paper Shredding

Continuing the strong partnership with Iron Mountain shred, we have successfully shredded and recycled an estimated 173 tons of paper across the enterprise.

Green Procurement

In 2023, we began to assess the need to implement policies around procurement and supply chain. We also continued our partnership with ODP Business Solutions (formerly Office Depot) to track our spending on green products. There are several areas where we excel in choosing green products and a few areas of improvement as well.

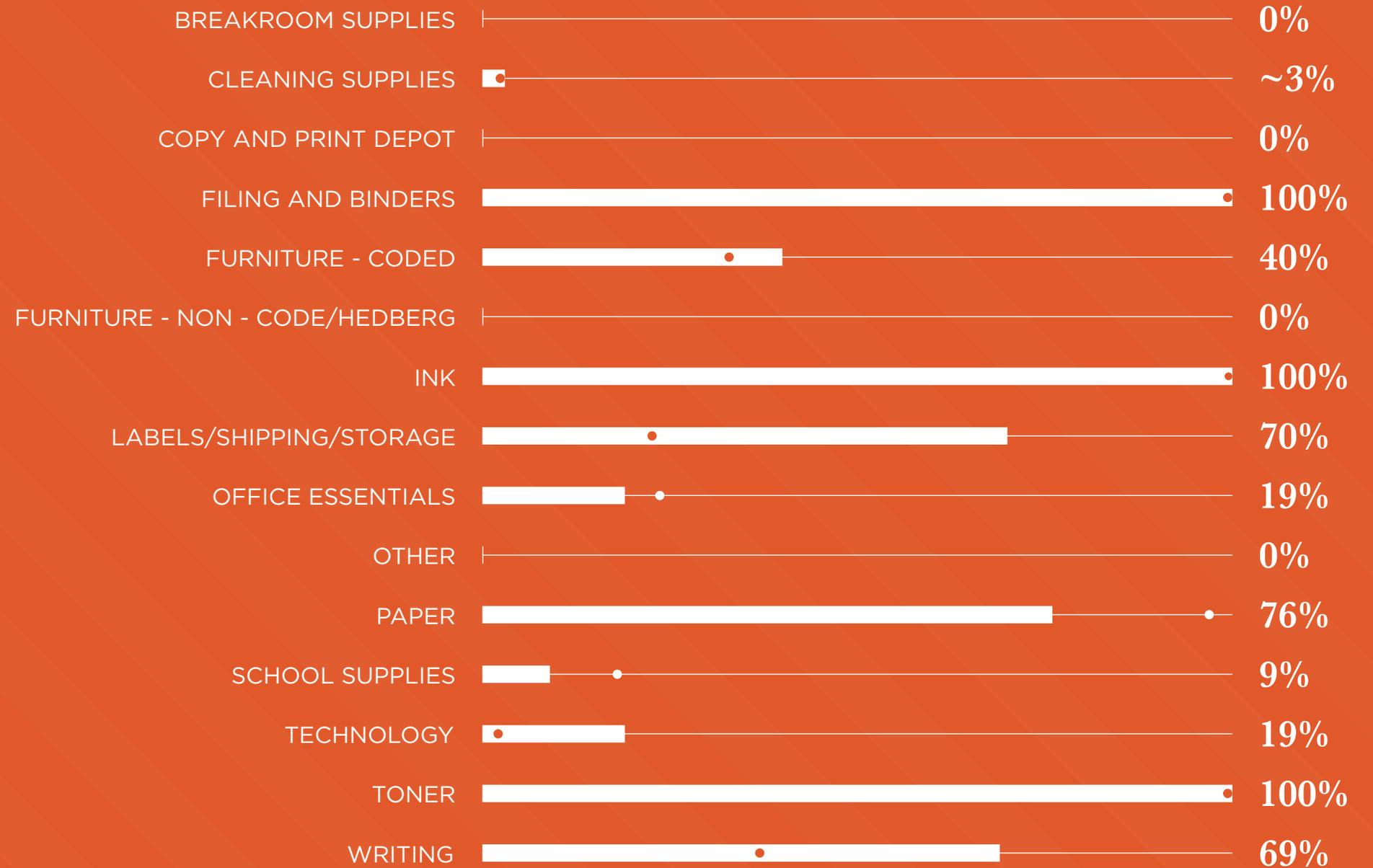
Delta Dental also works with Staples to track their spending on green products. Staples utilizes an EcoID to guide consumers to products with stronger environmental standards and features. In 2023, 43% of products Delta Dental purchased from Staples had an EcoID.

Delta Dental will work to increase the selection of green products where appropriate as it relates to our business functions. Future goals in 2024 include developing a supplier code of conduct and a sustainable procurement policy.

Current Prior ●

*Data from the ODP Business Solutions Delta Dental Green Scorecard for 2023

Green % Spend by Product Category for a Procurement Supplier*



If you have additional questions,
please **contact us.**

deltadentalins.com



Delta Dental of California, Delta Dental Insurance Company,
Delta Dental of Pennsylvania and affiliates