

bridging the gap





bridging the gap

At Adtalem, we are working together to positively impact the education and healthcare landscapes for the better. We do this by leveraging the collective strength of our institutions to address social disparities and cultivate an environment that supports the overall well-being and prosperity of communities and the world around us. We are bridging the gap between equitable access to high-quality education and systemic change in healthcare. Our talented team members are delivering on our promise to empower students to achieve their goals, find success and make inspiring contributions to our global community.

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Thank you for your interest in Adtalem's 2023 Sustainability Report.

We are pleased to share with you our continued commitment to sustainability as well as our ongoing progress on topics that matter most to our key stakeholders. The reporting period covers our 2023 fiscal year, which began July 1, 2022, and concluded June 30, 2023.

This report is informed by the results of our 2022 materiality assessment. We were also guided by leading sustainability and environmental, social and governance (ESG) reporting frameworks established by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (UN SDGs). We hope you enjoy learning about our ongoing efforts and welcome your feedback at sustainability@adtalem.com.



Our Mission

We provide global access to knowledge that transforms lives and enables careers.



Our Vision

To create a dynamic global community of lifelong learners who improve the world.



Our Purpose

We empower students to achieve their goals, find success and make inspiring contributions to our global community.

We bring our mission, vision and purpose to life and support our commitments to sustainability through our values.



Teamwork

We put the team first, appreciate diverse points of view, assume positive intent, collaborate and communicate openly.



Energy

We move quickly, learn from mistakes, build positive spirit and always look for a better way.



Accountability

We take ownership and initiative, and demonstrate courage as we speak up and act with integrity in all that we do.



Community

We operate with a shared sense of responsibility and purpose, and enrich colleagues, students and the broader community we serve.



Heart

We serve students and each other with passion, respect and care.

Advancing Health Equity and Education

At Adtalem, we embrace our role as a force for good in the world. We are a mission-led, purpose-driven organization. We're committed to providing health equity and educational access to those who may not have otherwise had the opportunity, and we're committed to doing it at scale. As the nation's leading provider of healthcare education,¹ we are uniquely positioned to expand access to high-quality academic programs, leading to rewarding careers that collectively serve to address workforce shortages and improve health equity. This is what we mean by *bridging the gap*.

Growth with Purpose

Fiscal year 2023 was a pivotal year for Adtalem, as we achieved several significant milestones, including launching our Growth with Purpose strategy, a multiyear effort focused on driving growth through broad, bold innovation, with a vision of ultimately changing the landscape of healthcare for the better.

The foundation of this strategy consists of two fundamental principles that also underpin our sustainability efforts:

- Expanding access to healthcare and educational opportunities for underserved communities.
- Reinforcing our ongoing commitment to outstanding student outcomes.

We have a unique opportunity to improve the state of healthcare by changing the face of those who deliver it.

Our strength in delivering highly trained, practice-ready healthcare professionals at scale is more critical now than ever and a systemically important component of the U.S. healthcare system given ongoing concerns about labor shortages, growing demand for mental health services, and the pervasive need for access to healthcare in traditionally underserved communities.

The global impact of our efforts is unparalleled: We are the largest grantor of BSN, MSN-FNP and DNP degrees to minority students² and the number one provider of Black MD graduates, more than any U.S. medical school.³ Eighty-eight percent of our MD graduates serve in low-income communities,⁴ helping to deliver on our strong commitment to health equity. Furthermore, over the past three years, one in three graduates from our veterinarian school have been people of color. We have a unique opportunity to improve the state of healthcare by changing the face of those who deliver it.



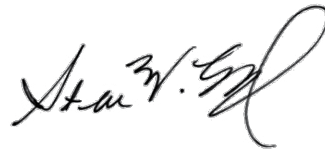
Following Through on Our Sustainability Commitments

Our commitment to a more sustainable and prosperous world extends to how we operate our business and work to address the needs of all our stakeholders. During fiscal year 2023, we hired our new vice president of diversity, equity and inclusion and talent management, and reinforced our commitment to stand for equality and social justice at the enterprise level. We continue to add programs and tools that help our people feel more connected and empowered, and that enable our leaders to lead with compassion, feedback and teamwork.

We are also making progress on our multiyear environmental goals. Climate awareness and resilience are embedded across our enterprise, and this includes fortifying our owned locations in the Caribbean with structural advancements that utilize renewable energy and protect against extreme weather events associated with climate change.

We're committed to our access mission, which is as important to our social impact as it is to our financial performance. There's a place for selective institutions with value propositions rooted in prestige and exclusivity, but as a national-scaled healthcare educator committed to inclusivity, Adtalem can help make a dent in the current workforce shortages that put access to, and the quality of, care at risk.

This 2023 Sustainability Report is a testament to our impact in **bridging the gap**. I invite you to be inspired by our progress toward a future of accessible education that lends to a more robust healthcare system and greater health equity — a future we are helping to bring within closer reach.



Steve Beard
President and CEO

We're committed to our access mission, which is as important to our social impact as it is to our financial performance.



¹Based on 2021 data.

²Analysis is based on FY2021 IPEDS data downloaded on 09/15/2022. "Minority students" includes those who identify as: American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander.

³Based on 2020-2021 data.

⁴Source: Robert Graham Center: American University of the Caribbean School of Medicine and Ross University School of Medicine Graduate Mapping Project Final Report; March 2020.

Degree abbreviations: Bachelor of Science in Nursing (BSN); Master of Science in Nursing - Family Nurse Practitioner (MSN-FNP); Doctor of Nursing Practice (DNP); Doctor of Medicine (MD).

Sustainability Highlights and Milestones

During fiscal year 2023, significant progress was made across all pillars of our sustainability program. As a vital contributor to the education and healthcare sectors, we upheld leadership in various social impact metrics, maintained our commitment to our established environmental goals and enhanced our reputation as a conscientious employer. Moving forward, we are excited to continue collaborating across our enterprise to further integrate sustainability into our strategy and culture.

SOCIAL

Empowering Individuals, Impacting Global Communities

#1 provider of healthcare education in the U.S. in 2021.

98% first-time residency attainment rate for our 2022-2023 medical school graduates.¹

\$301,700 awarded through the Empower Scholarship Fund to 162 students across all Adtalem institutions.

Vice president of diversity, equity and inclusion and talent management hired to drive a culture of DEI throughout the organization.

ENVIRONMENTAL

Safeguarding Global Health and the Environment

1st solar array upgrade at our campus in Sint Maarten resulted in a combined emission reduction of 51,062.2 kg of carbon dioxide over the last six months of fiscal year 2023.

1st electric vehicle and charging ports purchased at our campus in Barbados.

39,763 pounds of IT equipment recycled across our locations.

GOVERNANCE

Operating With Purpose and Responsibility

Cybersecurity program exceeded the maturity of industry peers in nearly all categories per an independent assessment conducted in alignment with National Institute of Standards and Technology (NIST) framework.

UN SDGs referenced as part of our sustainability strategy.

45% people of color representation among our board of directors.

¹First-time residency attainment rate is the percent of students attaining a 2023-24 residency position out of all graduates or expected graduates in 2022-23 who were active applicants in the 2023 National Resident Matching Program (NRMP) match or who attained a residency position outside the NRMP match.

Who We Are

Adtalem Global Education (NYSE: ATGE) is a national leader in post-secondary education and leading provider of professional talent to the healthcare industry. With a dedicated focus on driving strong outcomes that increase workforce preparedness, Adtalem empowers a diverse learner population to achieve their goals and make inspiring contributions to their communities.

Operational Excellence at Scale



Our Institutions

Aligned with our purpose-driven, student-centric mission, Adtalem’s five institutions collectively have a legacy of delivering high-quality academic programs in nursing, medicine, veterinary medicine and behavioral sciences.

**American University of the Caribbean (AUC)
School of Medicine**
Exceptional Education. Caring Culture.

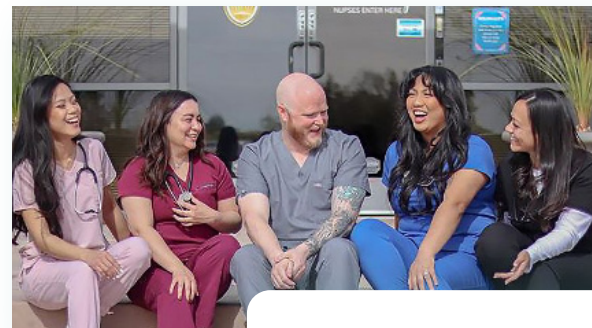
- Founded in 1978 and acquired by Adtalem in 2011, AUC’s Medical Doctorate program is accredited by the Accreditation Commission on Colleges of Medicine (ACCM) and has additional approvals from respected agencies and organizations around the world. AUC has international reach via its partnership with the University of Central Lancashire (UCLan) Preston campus in the United Kingdom.
- The mission of AUC is to train tomorrow’s physicians, whose service to their communities and their patients is enhanced by international learning experiences, a diverse learning community and an emphasis on social accountability and engagement.
- AUC has a 97% first-time residency attainment rate for 2022–2023 graduates¹ and 7,500+ alumni from 89 countries.



American University
of the Caribbean
School of Medicine

Chamberlain University
Belong to Something Greater.

- Chamberlain was founded in 1889 as Deaconess College of Nursing, was acquired by Adtalem in 2005 and is accredited by the Higher Learning Commission (HLC).
- The University’s mission is to educate, empower and embolden diverse healthcare professionals who advance the health of people, families, communities and nations.
- Today, with a College of Nursing and a College of Health Professions, a growing network of 23 campuses and robust online educational offerings, Chamberlain is the leading grantor of bachelor of science in nursing (BSN) degrees to underrepresented minorities. There are more than 120,000 Chamberlain alumni available to help combat shortages of healthcare professionals.



CHAMBERLAIN
UNIVERSITY

AUC offers a Global Health elective to clinical students in partnership with Nuvance Health. The program has clinical affiliations in six different countries, including the Dominican Republic, India, Uganda, Vietnam, Zimbabwe and Thailand, with each site offering the unique ability to access different medical systems, environments, patient populations, diseases and health practices.

Walden is proud to be a Certified B Corporation®, joining a growing, global movement of other Certified B Corporations that look beyond profits to benefit the communities we serve and, most important, future generations.

Ross University School of Medicine (RUSM)
Hands-on From the Start.

- Founded in 1978 and acquired by Adtalem in 2003, RUSM is accredited by the Caribbean Accreditation Authority for Education in Medicine and Other Health Professions (CAAM-HP).
- RUSM believes accessible medicine starts with accessible medical education. RUSM is proud to fulfill a social mission by educating doctors who practice primary care, work in medically underserved areas, and are more representative overall of the communities in which they serve.
- With more than 15,000 alumni and excellent student outcomes, such as a 98% first-time residency attainment rate for 2022–2023 graduates,¹ RUSM is an important contributor to healthcare in the United States.



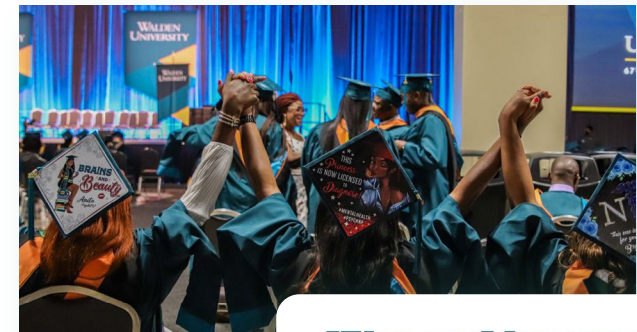
Ross University School of Veterinary Medicine (RUSVM)
For a Special Breed of Vet.

- Founded in 1982 and acquired by Adtalem in 2003, RUSVM's Doctor of Veterinary Medicine (DVM) program is accredited by the American Veterinary Medical Association Council on Education (AVMA-COE).
- RUSVM's mission is to provide the best learning environment to prepare students to become members and leaders of the worldwide public and professional healthcare team, advancing human and animal health through research and knowledge exchange.
- To date, RUSVM has graduated over 6,000 veterinarians who practice medicine across the U.S., Canada, Puerto Rico and beyond.



Walden University
Set a Course for Change.

- Founded in 1970 and acquired by Adtalem in August 2021, Walden is a Certified B Corporation® demonstrating the mission to drive positive social change and make the world a better place.
- Walden is committed to maintaining the highest standards of excellence and has been accredited by HLC since 1990.
- With seven colleges, more than 3,000 faculty members, and 100+ online degree and certification programs, Walden's approximately 178,000 graduates are enabled to apply their degrees to real-world impact and building better, stronger communities.



¹First-time residency attainment rate is the percent of students attaining a 2023-24 residency position out of all graduates or expected graduates in 2022-23 who were active applicants in the 2023 NRMP match or who attained a residency position outside the NRMP match

Adtalem's Sustainability Commitment

Adtalem Global Education operates in a sustainable, ethical and responsible manner as we seek to increase access and equity in education and workforce training.

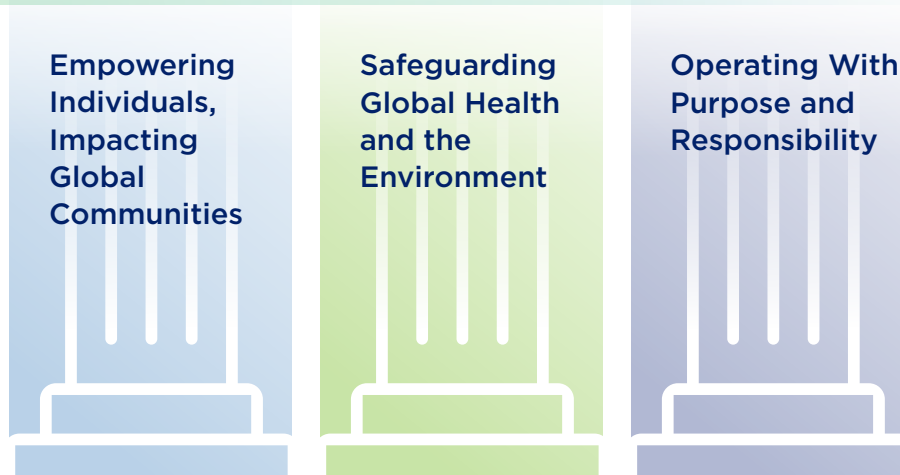
We are committed to protecting the environment, enhancing climate awareness and resilience, continuously increasing our diverse and inclusive culture, and investing in the well-being of the global communities where we teach, learn and work.

Our approach to sustainability is comprehensive, encompassing our commitment to operating as a responsible corporate citizen by addressing corporate sustainability topics that are most important to all our stakeholders, while also enacting broader social impact through our community partnerships and engagements. We remain focused on our mission, values and purpose as these are entwined with our approach to sustainability.



Our Pillars

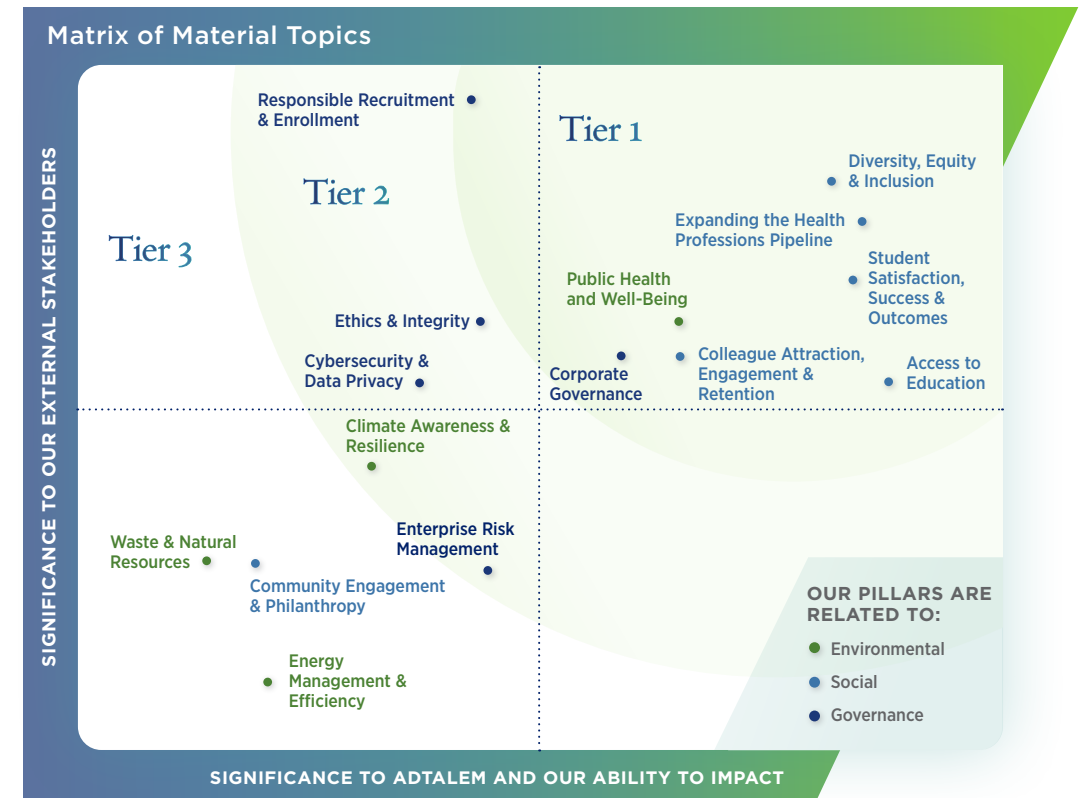
Our three sustainability pillars are crucial to bridging the gap for our students, communities and the greater good and health of the world. Each pillar is vital to our sustainability journey.



Our Continued Alignment With Key Sustainability Priorities

As part of our commitment to make progress on our sustainability journey, we conducted a materiality assessment in fiscal year 2022 in partnership with third-party sustainability strategy consultants to help identify, define and organize the sustainability topics most pertinent to our business and stakeholders.

We continue to align our efforts with the following priorities, which fall under our three sustainability pillars:



Engaging Our Key Stakeholders

We create value for all stakeholders and engage with them in a variety of ways to communicate our sustainability priorities and share our progress on topics of interest. The following is a broad overview of how we interact with our key stakeholders and the sustainability topics of greatest importance to each audience.

- Students:** We communicate with current and prospective students through regular coursework, one-on-one counseling, institution-specific events and website/social media content, and maintaining ongoing and transparent communications informed by our Student Commitments. We focus on topics of material importance to our students, including student success, expanding the health professions pipeline and public health and well-being.
- Investors:** We engage with our investors through quarterly conference calls, direct inquiries and other investor-specific outreach, ensuring we address their areas of interest, including financial performance; corporate governance; diversity, equity and inclusion (DEI) and student success and outcomes. In fiscal year 2023, we also held an Investor Day event at our Chamberlain University campus in Chicago, Illinois.
- Colleagues:** Our communication with colleagues is geared toward helping them understand the connection of our overall mission to the work that they do each day. We engage colleagues through town halls, our companywide employee portal, e-newsletters, regular trainings and engagement surveys. Prospective colleagues are engaged through our career-specific website

and social media content, among other forms of outreach. We address primary areas of interest, including workforce diversity, career development and advancement, and community engagement, as well as ways we continue to provide access to education, encourage student success and bridge the gap in healthcare inequities.

- Alumni:** We engage with alumni through tailored communications, enterprise- and institution-specific messaging and events, philanthropy, and website/social media content, among other forms of outreach. Within these communications, we focus on our alumni's interests of fostering connections with other alumni and current students, facilitating networking opportunities, inspiring institutional pride and providing support and encouragement as they advance their professional journeys.
- Employer Partners:** We engage with employer partners in a variety of ways as we help bridge the gap in education and healthcare. We discuss student satisfaction, success and outcomes; DEI; expanding the pipeline of available healthcare professionals; and public health and well-being.

Supporting the United Nations 2030 Agenda for Sustainable Development

We are committed to ongoing and transparent progress in our efforts to operate in more sustainable ways. As such, within this report, we demonstrate how our priorities and areas of interest can support the [United Nations 2030 Agenda for Sustainable Development](#) that was formulated in 2015. Key to the 2030 Agenda are 17 [Sustainable Development Goals \(SDGs\)](#), which provide a shared and powerful blueprint for how countries, communities, businesses and individuals can help shape a better future for all.



We plan to continue the programs and efforts outlined in this report to help us drive positive impact. Our priorities for the coming year include supporting the following SDGs, which naturally align with our commitments and differentiators:

- #3 Good Health and Well-Being
- #4 Quality Education
- #8 Decent Work and Economic Growth
- #10 Reduced Inequalities
- #11 Sustainable Cities and Communities



- Community:** We engage with the communities we serve through the Adtalem Global Education Foundation, enterprise- and institution-specific communications and events, philanthropy such as educational scholarships and corporate sponsorships, and volunteerism. We focus engagement on access and equity in education, as well as workforce training and public health and well-being.

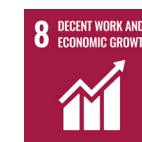
Empowering Individuals, Impacting Global Communities

As a global, scaled healthcare education enterprise, we are uniquely positioned to bring our purpose to life to address the deep inequities and shortages across the healthcare system. We remain focused on bridging this gap through increased access to education and support for underrepresented students and by working directly with healthcare systems to place qualified healthcare professionals into critically needed positions. We do this by embracing the power of diversity, equity and inclusion and forging strong partnerships that generate outcomes for students and employer partners, all while maintaining our steadfast focus on helping improve communities and healthcare systems.



MATERIAL TOPICS:

- Access to Education
- Student Satisfaction, Success and Outcomes
- Expanding the Health Professions Pipeline
- Diversity, Equity and Inclusion
- Colleague Attraction, Engagement and Retention
- Community Engagement and Philanthropy



Access to Education

As a mission-driven organization, we empower diverse and underrepresented student populations to go on to serve as inclusive leaders, giving them access to a high-quality education and a pathway to a sustainable career.

A key strategic lever in our quest for increased access is our focus on partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs). Each year, we seek to expand our partnerships with colleges and universities, offering various levels of support to their matriculating students, including scholarships, subsidized room and board, and more.

We know that many students often do not have the financial resources or support needed to pursue higher education or advanced degrees, and we continue to implement innovative ways to bridge this gap for prospective students.

During fiscal year 2023, Adtalem maintained partnerships with 58 educational institutions, providing stronger pathways for students from diverse and under-resourced backgrounds to pursue their passions.

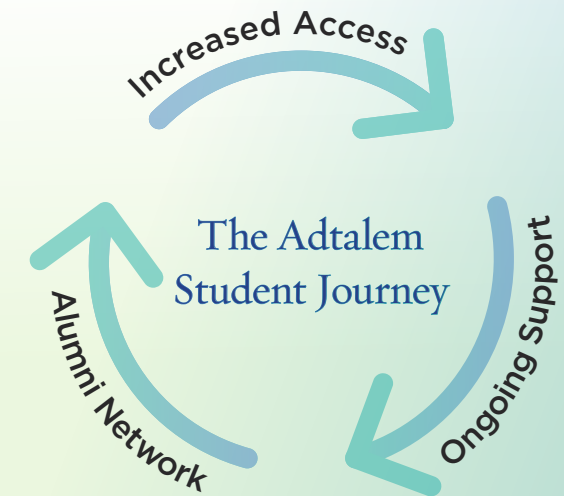
- Walden University recently introduced the [Believe and Achieve™ Scholarship](#) based on a pioneering pricing structure model that allows students in most course-based programs to earn tuition savings by completing courses, reaching a certain point in their program or by completing subscription periods. This model rewards students for their progress and helps them access more affordable education.
- In partnership with [Stride](#), Chamberlain University offers access to college courses for students in their junior or senior years of high school through its Navigate to Health Professions (N2HP) option. Students enrolled in Stride’s programs who attend state-recognized high schools can now take courses in the Chamberlain N2N/BSN curriculum and earn credit toward Chamberlain’s prelicensure bachelor of science in nursing (BSN) degree. Tuition for the five N2HP courses is subsidized by the sponsoring high school, and the program provides students the opportunity to complete their BSN in two and a half years, as opposed to the usual three years.

More Locations Lead to Increased Access

Access is often constrained by a student’s geography — where they live and work and how far away the nearest school is. Chamberlain University is the largest school of nursing in the U.S., with 23 campuses and satellite locations, as well as online programming, and we continue to invest in additional locations to support the future of the healthcare profession. During the fiscal year 2023, Chamberlain opened an additional location in the Atlanta, Georgia, area, which suffers from one of the largest domestic nursing shortages. The new facility can support 600 nursing students, including 200 who need the flexibility of an evening and weekend program. Collectively, Chamberlain’s two Atlanta-area locations will train up to 2,000 students, positively impacting Georgia’s nursing workforce.

Along the student journey, we:

- Meet the student no matter where they are in their educational pursuits.
- Use a holistic application process that supports each student from inquiry to enrollment.
- Deploy technology solutions to enable students, faculty and alumni to deliver the greatest impact.
- Supply healthcare systems and providers with a day-one ready workforce tailored to their needs.



Empower Scholarships Help Make Dreams Come True

The [Empower Scholarship Fund](#) is a key resource through which we support our students. The fund is a separate, nonprofit entity established in 2000 that provides financial support to Adtalem students facing the greatest need and who have a successful academic track record. In fiscal year 2023, a total of \$301,700 was awarded to 162 Adtalem students.

Crystal Watson



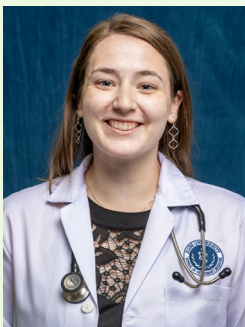
Crystal Watson is a Chamberlain University student who hopes to become a neuro-oncology nurse practitioner and eventually a Doctor of Nursing Practice to help find a cure for brain cancer. Watson chose her nursing path after her father's diagnosis of stage four brain cancer and witnessing the excellent nursing care he received during his treatment. Watson currently works two part-time jobs to help fund her education, including as a patient care technician on the very same floor where her father received his treatment. "This award will positively impact my education in so many ways, and I hope to one day give back to future nursing students," she said.

Misty Knight



Misty Knight is a single mother of four who has overcome domestic violence, poverty and homelessness. She is currently pursuing a degree in early childhood education at Walden University, and upon graduation will be the first in her tribal education department to obtain a doctoral degree. She has worked to infuse Indigenous language revitalization into early childhood settings and is an advocate for perinatal support for families. Through her example, Knight hopes to break generational trauma and to provide a positive example for others. "In our community, the historical trauma has created significant drug and alcohol abuse that is starting in the K-12 grades, and we are in need of community members who can share their knowledge and experience to promote hope for a better future. Through my education, I hope to affect change for generations to come," she said.

Grace Pechman



RUSVM student Grace Pechman is living with hearing loss that has historically created challenges for her in the classroom. With the scholarship funds, Pechman can now afford the hearing aids she needs to learn as efficiently as possible. Pechman, whose dream is to become a veterinarian in an emergency clinic, is the current president for the Deaf and Hard of Hearing Veterinary Students (DHHVS) Club at RUSVM. "I look forward to the day when people trust me to care for their pets. I particularly wish to serve animals in the deaf and hard-of-hearing community," she said.

Julie Collins



Julie Collins has navigated significant obstacles on her path to becoming a Chamberlain University nursing student. Collins was homeless and an unaccompanied minor from the time she was 16 years old. She moved out of her family home and got a job to support herself, all while finishing high school. Collins is currently the top seller in her company for insurance sales and drives one hour each way to attend nursing classes. "I have always had the desire to help others. Nursing has opened the door for me to use my hands and have every encounter be a positive one in my workplace," she said.

Preparation, Flexibility and Inclusivity Set Us Apart

A significant aspect of our commitment to increasing access to education is a recognition of the kinds of resources and support our students require. We are leading the effort to enhance accessibility for underrepresented and nontraditional student populations utilizing our diverse networks, pioneering work to address social determinants and foundational programming.

For example, Chamberlain University continues to use the the [Social Determinants of Learning™](#) (SDOL) framework, which outlines six social domains impacting learning for schools to consider when building and supporting a more diverse student population. Leveraging insight from the SDOL, Chamberlain enhances its capacity to not only expand access to education but also retain students throughout their academic journey, helping prepare them for gratifying careers after graduation.

We know that some students, through no fault of their own, might not be prepared for the rigors of medical school and need a stronger foundation to be successful in their studies. To address this need, we operate the **Medical Education Readiness Program (MERP)**, which offers a 15-week preparatory course with customized academic assessments and study plans, as well as a supportive and diverse community of expert instructors and peers.

We also recognize that for many of our students, flexibility is key to their success. All our institutions offer multiple enrollment periods throughout the year, with many of our programs offered online. These flexible start dates, self-paced and remote learning modules, as well as evening and weekend options, are meant to accommodate the unique needs of our student population. Many students participate in programs that are either completely online or include flexible, digital options, enabling them to achieve their goals.

Expanding Learning Opportunities Through the SDOL Framework



Fostering Diversity Through Inclusive Admission

We strive to maintain an inclusive admission model — one that supports a strong, diverse pipeline of students and professionals. When we consider a student for enrollment in our programs, we look at the whole student, not just prior academic performance. For example, RUSM and AUC believe that MCAT® scores represent prior educational opportunity, not aptitude, and consider prior work of any kind, as well as shadowing and volunteering, to be valuable and applicable experiences.

More than
4,000

learners have
successfully
completed

MERP



and advanced to an Adtalem
medical school.



Adtalem's medical schools look beyond biased measures of preparedness to provide educational opportunity to underrepresented student populations of diverse backgrounds, prior educational experiences and lifestyles. And MERP, as a pathway program, helps close preparation gaps while diversifying our student bodies.

Over the past five years (2019–2023),

881

MERP advancers, including

209



from underrepresented groups, have graduated from medical school and entered residency positions in the United States. Not only has the program helped learners gain admittance into medical school, but those same learners are filling critical and unmet needs in primary care.

Prioritizing Student Satisfaction, Success and Outcomes

Our holistic approach to enrollment does not end after a student has decided to attend one of our institutions. Enrollment is just the beginning of the Adtalem student journey. Each of our institutions takes a personal approach to the student, understanding that many of our students are juggling full- or part-time jobs, family responsibilities, financial challenges and more.

We are continuously developing tools, capabilities, technologies and programs to enrich our students' experiences and to help them be successful throughout their educational journeys, as well as on day one of their careers.

Harnessing the Power of Technology

As the importance and prevalence of advanced technology solutions continues to increase, we recognize the unique opportunity to utilize these tools to support the student journey. As an example, Walden University is actively piloting several unique artificial intelligence (AI) models to help tutor students, complete assignments and bolster their verbal and nonverbal communication skills.

- **Charlotte** is a digital assistant chatbot deployed at Walden with over 110,000 unique students served since June 2019. Charlotte provides personalized guidance and support to students throughout their educational journeys.

- **Linda** is a digital "human" that interacts with our Walden students as they practice complex counseling interactions. Through virtual simulation, Linda helps students test their empathic aptitude and offers insights into their verbal and nonverbal behaviors as they engage in counseling activities.
- **Julian** is a large-language model codeveloped with Google and implemented in 2020. With interactive, real-time learning as well as input from our faculty, Julian offers highly personalized tutoring across a student's curriculum. This allows Walden to offer effective and efficient instruction to each student in the system.

We are proud to implement institution-specific initiatives aimed at increasing retention, informed by specific cultural nuances and unique student journeys. Early successes are evident, with improvement in student persistence at multiple institutions and positive momentum in total enrollment.

Adaptive Learning is Supportive Learning

Chamberlain University uses Edapt, an adaptive learning-relearning technology that supports nursing students as they work toward their degree. Each student is provided key concept modules that they must master before progressing through the curriculum, and relearning is offered to support mastery as needed. This ensures each student comes to class well-prepared with a strong grasp of key concepts necessary for success. Chamberlain launched this program in 2021 with BSN Online students in both general education and nursing courses, and has since rolled it out to all prelicensure BSN students on our campuses. Moving forward, Chamberlain is evaluating opportunities to further leverage Edapt across Adtalem's institutions.

Walden University offers [Tempo Learning®](#) as a way for students to learn at a pace that fits their schedules and to help control educational costs. Students master competencies required for their specific degrees and move ahead as they achieve mastery. Unlike traditional degree programs, where time and cost are fixed, Tempo Learning® gives students the ability to pace their learning and advance their education on their own schedules.

Reimagining the Medical School Curriculum

AUC and RUSM are approaching the medical sciences in a modern way with the goal of preparing students for real-world healthcare careers. Students are given access to different learning modalities and clinical practice with patients. For example, AUC students utilize exam rooms and anatomy imaging as well as mannequin simulators and real ultrasound probes to put their clinical case study knowledge into action. At RUSM, students experience a contemporary learning environment featuring clinical learning laboratories complete with anatomy and radiology imaging, simulations and patient exam rooms. Each institution offers an organ systems-based curriculum that organizes the teaching of medicine by systems within the body. This approach, which mirrors how medicine is practiced, gives students an overall view of the physiological, anatomical and biochemical processes of an organ system all at once.

Measuring Our Outcomes

Residency attainment rates, key licensing exam pass rates and cohort default rates are key performance indicators we use to measure student success and outcomes. In addition, our graduates are less likely to default on their student loans compared to their counterparts at other U.S. universities.

FIRST-TIME MATCHSM RATES (2023)



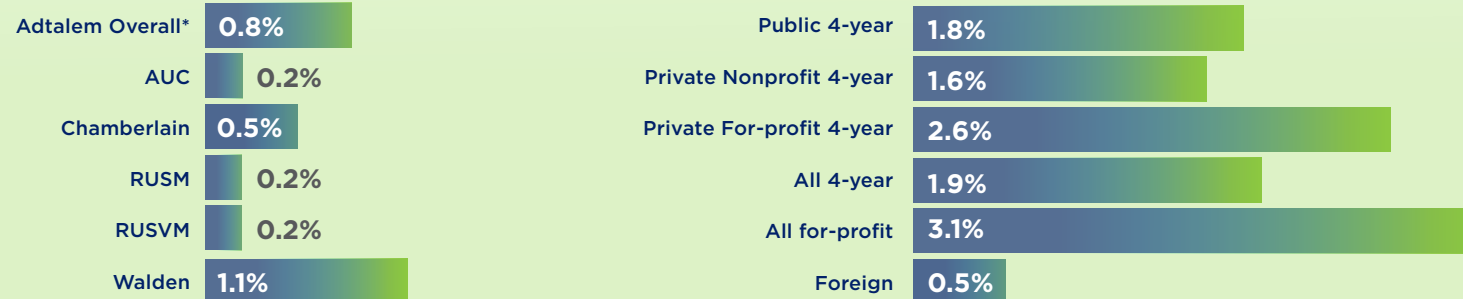
Data Source: National Resident Matching Program[®]. Results and data: 2023 Main Residency Match. Adtalem data has been normalized for consistency with U.S. methodology for comparison purposes and contains residencies attained through the NRMP Main Match. First-time residency rate 2022-2023.

FIRST-TIME RESIDENCY ATTAINMENT RATES (2022-2023)



*First-time residency attainment rate is the percentage of students attaining a 2023-24 residency position out of all graduates or expected graduates in 2022-23 who were active applicants in the 2023 NRMP match or who attained a residency position outside the NRMP match.

FY19 FINAL COHORT DEFAULT RATES



Our Institutional Pass Rates



American University of the Caribbean School of Medicine

88.5%

AUC students' five-year cumulative first-time pass rate for the USMLE Step 1 exam from 2018-2022.¹



ROSS UNIVERSITY SCHOOL OF MEDICINE

89%

RUSM students' five-year cumulative first-time pass rate for the USMLE Step 1 exam from 2018-2022.²



ROSS UNIVERSITY SCHOOL OF VETERINARY MEDICINE

81%

2021-2022 NAVLE pass rate.



CHAMBERLAIN UNIVERSITY

76.4%

2022 NCLEX[®] pass rate.

¹First-time pass rate is the number of students passing the USMLE Step 1 exam on the first attempt divided by the number of students whose first attempt was in 2018-2022. In order to sit for the USMLE Step 1 exam students must successfully complete the Medical Sciences curriculum.

²First-time pass rate is the number of students passing the USMLE Step 1 exam on the first attempt divided by the number of students whose first attempt was in 2018-2022. In order to sit for the USMLE Step 1 exam students must successfully complete the Medical Sciences curriculum and earn a satisfactory score on the NBME CBSE exam as listed in the student handbook.

Note: there is no equivalent for Walden.

Expanding the Healthcare Professions Pipeline

According to [recent surveys](#) conducted by the American College of Healthcare Executives, the U.S. healthcare system is experiencing unprecedented labor shortages, with CEOs and leaders of healthcare systems stating that is their number one concern. By multiple measures, including healthcare professional degrees and number of graduates, we are a leader in providing highly qualified, diverse graduates into the U.S. healthcare professional system. The work that we do to help address these critical shortages has never been more relevant, particularly in underserved communities.

Bridging the Gap: By the Numbers

HEALTHCARE INDUSTRY SHORTAGES

NURSES

Up to 450,000 shortage by 2025.¹

PHYSICIANS

Up to 124,000 shortage by 2034.²

VETERINARIANS

Up to 24,000 shortage of companion-animal veterinarians by 2030.³

SOCIAL & BEHAVIORAL HEALTH PROFESSIONALS

Nearly 75,000 additional social work jobs are expected to be available each year between 2021 and 2031.⁴

HOW ADTALEM IS BRIDGING THE GAP

#1 grantor of U.S. nursing degrees.

#1 grantor of BSN, MSN-FNP & DNP degrees to minority students.

Combined, AUC and RUSM graduate more MDs than any U.S. medical school.

#1 provider of Black MD graduates to the U.S. in 2020-2021 compared to U.S. medical schools.

#1 grantor of DVM degrees.⁵

Between FY20-FY22, 1 in 3 RUSVM graduates have been people of color.

#1 grantor of research doctoral degrees in psychology and social science.

More than 1,900 Social & Behavioral Health degrees and certificates granted in 2021-2022 academic year.

-300,000 alumni across our institutions.

¹McKinsey & Company — May 2022

²AAMC Report from June 2021: [The Complexities of Physician Supply and Demand: Projections From 2019 to 2034](#).

³Data for U.S. pet healthcare market. Mars Veterinary Health & Animal Health Economics, LLC, "[Pet Healthcare in the U.S.](#)," August 2023.

⁴Based on data from the [Bureau of Labor Statistics](#).

⁵American Association of Veterinary Medical Colleges. "2022-2023 Institutional Data Report." December 2022. Based on reported number of graduates in most recent class from AAVMC member veterinary institutions.

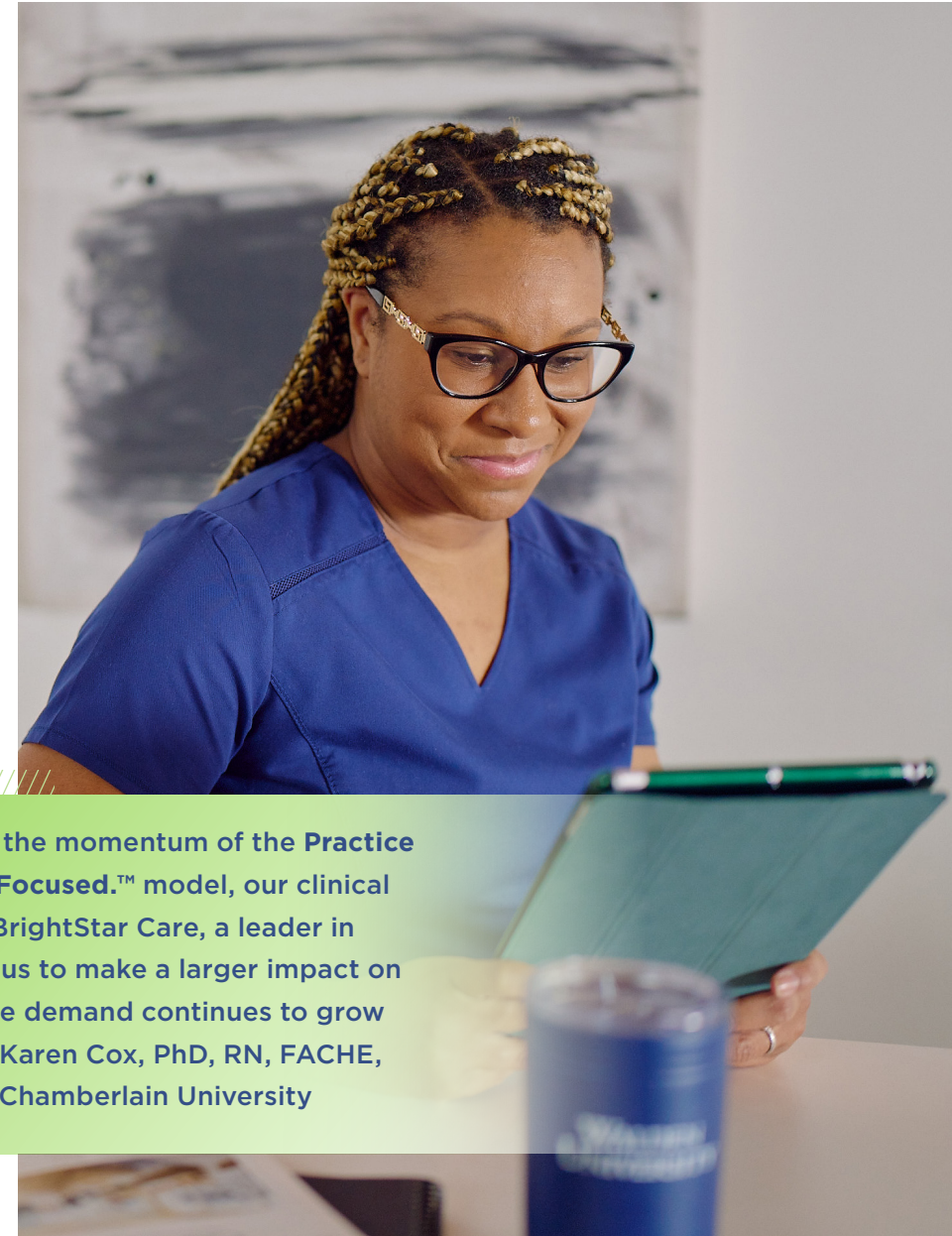
Day-One, Practice Ready

We recognize that having our graduates ready to work in their chosen career setting is crucial. Graduates who are familiar with clinical settings and have experienced the specific role they have chosen are more likely to persist in their field, and we emphasize clinical experience and real-world engagement in a student's chosen professional environment.

Aligning our graduates' credentials and experience with employers is an important part of our approach. We work with strategic partners to understand their workforce needs and subsequently educate our students to meet these demands.

- Chamberlain University partners with LCMC Health, a New Orleans-based, nonprofit health system, through the [Called-to-Care Scholars program](#) to address the nursing shortage and to create a pipeline of practice-ready nurses. The program allows qualified students to complete their BSN degree at Chamberlain with up to three years of paid tuition coverage in exchange for an employment pledge to LCMC Health upon graduation. This year, 10 students who participated in the program graduated and were matched into the LCMC Health system.

- Chamberlain has also recently expanded its partnership with Ochsner Health, Louisiana's largest healthcare provider and private employer. The Heart of Healthcare program creates a pathway for students enrolled in the three-year BSN degree program at the Chamberlain University College of Nursing at Ochsner Health campus in New Orleans, and continues Chamberlain's pledge to address the healthcare industry's needs.
- To help bridge the gap in home health nursing care, a specialty that is in dire need of nurses, Chamberlain has also partnered with BrightStar Care to launch a home health specialty initiative, as the second specialty offering in our **Practice Ready. Specialty Focused.™** program, which is broadly supported with a \$1.2 million grant from the American Nurse Foundation's Reimagining Nursing Initiative. Students who participate in the BrightStar program will receive a 16-week course in the home health care field offered at no additional cost and the option to spend 96 hours of clinical time at BrightStar Care and other home health partners.



“As we build upon the momentum of the Practice Ready. Specialty Focused.™ model, our clinical partnership with BrightStar Care, a leader in homecare, allows us to make a larger impact on home health as the demand continues to grow exponentially.” — Karen Cox, PhD, RN, FACHE, FAAN, President, Chamberlain University

Alumni Profile

Increasing Access to Children’s Care

Donna Johnson, PhD, alumna of Walden University, is bringing social change to Richmond, Virginia, by helping to build that area’s first children’s hospital. “For me, it was really important to contribute to a community that’s trying to move past a history,” says [Dr. Johnson](#). “I saw it as an avenue to help push past the narratives that have plagued the city for a long time.” Dr. Johnson credits her Walden University PhD in Health Services Leadership Program with offering her clarity, flexibility and support and for encouraging her to reach her full potential.



Alumni Profile

Increasing Access to Mental Health Care

AUC alumna [Shanique Ampiah, MD](#), is passionate about mitigating the stigma of mental illness. Dr. Ampiah practices at Community Care of West Virginia and also has a private practice, Paramount Wellness Collaborative. She works with children, adolescents and their families affected by ADHD, PTSD, autism spectrum disorders, mood and anxiety disorders, and parent-child relationship issues. Dr. Ampiah advocates for her patients and strives to meet them and their parents where they are, recognizing the impact of social determinants of health and health disparities, and in turn, how these affect access to mental health care.



Alumni Profile

Founding a Nonprofit Veterinary Clinic

RUSVM alumna Andrea Yowpa, DVM, credits her experience on St. Kitts and Nevis with opening her eyes to the struggle many people confront when they cannot afford quality veterinary care. Back in the U.S., [Dr. Yowpa](#) founded Encompass Clinic, which operates as a nonprofit full-service veterinary clinic that provides high-volume, high-quality, low-cost surgical care and other noninvasive targeted veterinary services. Qualified clients include veterans, students, senior citizens, and low-income households.



Alumni Profile

Advocating for Black Maternal Health

According to the American Medical Association, Black women are three times more likely to die of pregnancy-related causes than white women. RUSM alumna Jessica Shepherd, MD, is an OB-GYN and chief medical officer at Verywell Health. Through her work, Dr. Shepherd uses her expertise to help women understand their health conditions and how to address them appropriately. “For many women, it’s fearful to think of pregnancy when there has been such a focus on the bad outcomes that have been seen nationwide,” Dr. Shepherd told [ESSENCE](#). “Many women express their fears and concerns even before getting pregnant. We know that there is an evident inequity in the healthcare system that needs to be addressed from all levels. When I see patients in the office and hear some concerns, I reassure them. Active participation from the provider, self-advocacy in decisions and plans as well as knowing the best ways to create healthy outcomes are the focus of the discussion.”



Our Commitment to Diversity, Equity and Inclusion

Diversity, equity and inclusion (DEI) is core to our mission. Our DEI commitments are far-reaching – from our emphasis on cultivating a workplace culture where differences are celebrated, to our inclusive admission process and focus on advancing health equity in the communities we serve. We are proud to stand for equality and social justice at the enterprise level and across our family of institutions, and we remain committed to equipping a diverse community of learners to be the culturally aware professionals our communities desperately need.

We understand the importance of an intentional and impactful DEI strategy in order to continue strengthening our approach. During the year, we welcomed our new vice president of diversity, equity and inclusion and talent management, responsible for driving forward our culture of DEI and evolving our talent strategies through workplace practices and processes. Additionally, we conducted an enterprise-wide cultural audit to establish a

baseline of where we are today and to ensure our strategy is grounded in quantitative and qualitative data. Moving forward, we plan to incorporate data from the audit into building a core DEI strategy, structure and culture representative of all institutions and segments. Ultimately, we aspire to continuously measure our progress and evolve our DEI strategy around four key areas: workforce, workplace, marketplace and education.

A Leader in Graduating Diverse Professionals

Adtalem is the #1 grantor of BSN, MSN-FNP and DNP degrees to minority students.

Adtalem’s institutions combined graduate more Black physicians, both male and female, than any U.S. medical school.

27% of Adtalem’s medical school graduates invited to participate in our 2023 graduation identified as a race or ethnicity that is underrepresented in medicine (UriM), compared to 19% of graduates across all U.S. medical schools.¹

¹Data reflects the 2021-2022 academic year, the most recent data available from the Association of American Medical Colleges.

We remain committed to equipping a diverse community of learners to be the culturally aware healthcare professionals our communities desperately need.

Diversity at a Glance

Our commitment to diversity is demonstrated by the varied makeup of our student population, colleagues and leaders. As reflected in our diversity data, we bring together individuals of various backgrounds, skills, nationalities, races, ages and genders. This diversity strengthens our mission, as our global community of leaders, colleagues and faculty possess the knowledge and experiences to empower and guide our students as they pursue their academic goals.

STUDENTS ²	
People of Color	52%
White	40%
Unknown Race/Ethnicity	9%
Female	83%
Male	15%
Unknown Gender	2%

SENIOR LEADERSHIP ³	
People of Color	27%
White	36%
Unknown Race/Ethnicity	36%
Female	27%
Male	73%

U.S. COLLEAGUES	
People of Color	37%
White	54%
Unknown Race/Ethnicity	9%
Female	77%
Male	23%

BOARD OF DIRECTORS	
People of Color	45%
White	55%
Female	36%
Male	64%

²Includes all students actively enrolled during FY23 (attempting at least one course that started or ended in that time frame) across our five institutions; “ethnically diverse” is defined as all race/ethnicities except White and Unknown.

May not total 100% in aggregate due to rounding.

³Leaders include our CEO, Group Presidents and Senior Vice Presidents.

DEI Programming Highlights

During the year, we continued to celebrate diversity and shine a light on equity through thoughtful DEI initiatives. This included:

- Launching the Connected Leaders Academy, focusing on leadership development for people of color purposed to increase leadership representation for various underrepresented groups, which we introduced in partnership with an internationally recognized consulting firm.
 - » Through three programs – Executive Leadership, Management Accelerator and Leadership Essentials – we provided learning and development opportunities for 32 colleagues through challenging coursework, experiential learning and networking opportunities geared toward diverse colleague groups. The programs are designed to help diversify talent pipelines and help accelerate the careers of underrepresented leaders, paving the way for the next generation of diverse leaders.
- Our employee resource group, Adtalem EDGE (Empowerment, Diversity, Growth and Excellence), which fosters a culture of DEI and accelerates the advancement of women in our workforce, hosted a variety of activities across 23 chapters ranging from networking events to honest and open discussions about social justice issues.
- New DEI training courses offered to colleagues within Chamberlain University, which included a foundational series of self-paced DEI courses designed to prepare colleagues, nurses and healthcare professionals with the knowledge, skills and values to meet recommendations to advance health equity. As of June 22, 2023, more than 370 Chamberlain colleagues have completed the initial course.
- Celebrating Pride month with a series of educational sessions hosted by our Institutional Support Services (ISS) group, as well as intentional communications highlighting the importance of inclusion as shown through profiles of our alumni, students and leadership.

Advancing Diversity in Our Supply Chain

Our commitment to building diverse supplier relationships is outlined in our [Supplier Diversity and Small Business Policy](#), which details how we foster strong relationships with diverse enterprises, as well as small and local businesses throughout our communities. Our approach to supplier relationship management is to build strong partnerships with strategic suppliers for the purpose of adding value to the business and stimulating innovation. As such, all requests for quotation must include one diverse supplier or small business, where possible, in accordance with our [Supplier Code of Conduct](#).

Student Spotlight

Helping to Transform Maternal Healthcare

Chyrisha Rucker, an [Empower Scholarship Fund](#) recipient, is currently studying at AUC with the hope of practicing in OB-GYN care to help address maternal health inequities faced by Black women. Rucker, who is a minority herself, intentionally chose her career path to increase representation of minorities in the healthcare field. Prior to entering medical school at AUC, Rucker was active in addressing the health needs in her community in Detroit, Michigan. Her passion for serving vulnerable expectant mothers is clear through her advocacy for improving reproductive health state policies related to underserved and incarcerated pregnant women. She was a founding doula of the Michigan Prison Doula Initiative, which supports and educates expectant incarcerated women. Rucker is gaining additional experience as a birth and postpartum doula in the Detroit metropolitan area while in medical school.



Student Spotlight

Leading with Compassion

Chamberlain University student **Da'Quan Findlay** is the recipient of the 2023 Association of periOperative Registered Nurses (AORN) Nursing Scholarship. Funded by AORN and created in collaboration with Chamberlain and the Empower Scholarship Fund, this scholarship aims to support the LGBTQ+ community through financial assistance.

Findlay's passion for the medical field, commitment to education and compassion for his fellow students and patients helped him achieve this important milestone in his educational career. "Growing up in a Caribbean family and being gay is difficult. In my culture, it is not accepted and in some parts of Jamaica people are targeted for displaying any signs of homosexuality," he said.

While pursuing his education, Findlay also works for the Fulton County Board of Health in the Ryan White program, bringing healthcare to low-income patients living with HIV. His personal experiences have given him the ability to connect with his patients in a way others aren't able to. "I offer a nonjudgmental atmosphere in my office where my patients can speak freely. More importantly, I relate to them in ways that heterosexual people cannot."



Colleague Attraction, Engagement and Retention

We strive to attract, support and retain top talent and recognize the important role our colleagues play in bridging the gap toward education and health equity. We are proud to provide competitive salaries, advancement opportunities and a full range of benefits to help support our colleagues in their professional and personal journeys.

In fiscal year 2023, we launched and redesigned several leadership development programs to help build skills and capabilities for leaders at various stages of their professions. We also implemented “Career Journeys,” a series of monthly e-learning sessions for all colleagues designed to provide career-based learning opportunities to improve various professional skills and grow their careers. Sessions covered topics including individual development plans, change agility, mentorship and more.

Additionally this year, we conducted an organizational health survey across our enterprise to gauge colleague engagement, satisfaction and success. Through this process, we identified high-level strengths as well as opportunities for improvement to ensure our colleagues are as engaged and enabled as possible. In the prior year, we disclosed results from our summer 2022 engagement survey. We expect to conduct our next engagement survey during fiscal year 2024.

Through colleague feedback and survey responses, we identified several opportunities for improvement and have taken action to address them.

WE IDENTIFIED A GREATER NEED FOR:

Addressing Corporate Performance

Understanding Organizational Change

Recognizing Each Other

Strengthening the Connection to Our Mission

ACTIONS WE ARE TAKING:

We report out externally to investors and stakeholders quarterly and hold regular town halls for employees. These town halls are available live and on-demand following the event. In addition, in fiscal year 2023 we introduced an in-person extended leadership team (ELT) meeting for our top 50 leaders to strengthen a culture of alignment, transparency and engagement. The town halls and ELT meetings directly address corporate performance. We also equip ELT members with tool kits following these events to cascade messaging on performance, as it relates to their business unit, to their colleagues.

During the year, we introduced a Change Agent Network, comprised of up to 50 internal influencers across different levels within our organization. These change agents are provided with key messages to help clarify and explain new policies and programs. They also help pilot new programs, providing valuable feedback.

As part of our existing program where colleagues can give recognition “badges” associated with our values, launched “Celebrate Great!” — an enhanced recognition tool that allows colleagues to commend one another for their accomplishments and teamwork. “Celebrate Great!” launched in April 2023 and usage continues to steadily increase, as it has been well-received by colleagues across the enterprise, with almost 2,000 badges earned in the fourth quarter of fiscal year 2023.

The Achieve365 performance review process and resources were strengthened during the year to help colleagues understand how their goals and performance objectives ladder up to our overall strategy and mission. We also continue to encourage quarterly development conversations between direct reports and their managers.

Recognizing the Value of Mental Well-Being

Addressing employee burnout and supporting mental health continue to be important areas of focus for us. We seek ways to support our employees so they can be the best versions of themselves, both in the workplace and in their personal lives.

In conjunction with Mental Health Awareness month, we provide colleagues with a **paid “You Day”** in the month of May to encourage them to disconnect from work obligations and to practice self-care. In addition, we instituted **Focused Fridays**, encouraging limited scheduling of business meetings on Fridays, and we continue to utilize **summer hours** where all eligible employees receive additional time off on Friday afternoons from early June through early September.

We also introduced **flexible time off (FTO)** during the year, allowing eligible employees to take time off for moments that matter, supporting physical, social and emotional well-being while allowing colleagues to exercise professional judgment on when to take time off amidst business and personal demands. FTO has no cap and may be taken for any reason, including vacation days, sick time or other personal time away from work, such as doctor appointments and family events.



Colleague Spotlight

Leading With Pride

David Pryluck, MD, MBA, loves being a physician. As AUC’s senior associate dean of the Sint Maarten campus, he brings his experience in education leadership and his clinical practice as an interventional radiologist to his role in education administration. Dr. Pryluck leads the AUC campus team by fostering an environment that values diversity; promoting student, faculty and colleague engagement and success; and engaging as a socially responsible member of the Sint Maarten community.



“Diversity is a real part of the AUC experience and community. As an openly gay physician and leader in healthcare education, the value of diversity of community, thought and medical practice is limitless,” says Dr. Pryluck. “Teaching our students, normalizing and incorporating this education right into the curriculum as a legitimate, vital part of their education provides our students with the correct context and language, and gives them the communication skills to effectively care for this patient population when they ultimately become their doctors.”

Addressing Pay Equity

Offering competitive wages continues to be a crucial factor in our employee attraction and retention strategy. We take pay equity seriously, and in fiscal year 2023 we conducted a pay equity study utilizing a third-party partner. While the results of the study demonstrated no notable inequities in our pay structure, we continue to focus on enhancing leadership capabilities by offering workshops to educate leaders on the importance of equitable pay across gender and racial/ethnic groups. These sessions also aim to increase all managers’ understanding of salary ranges, market equity and strategic salary planning.

Community Engagement and Philanthropy

As a mission-driven organization, our commitment to serving others goes beyond the classroom. Just as we teach and empower our students, many of whom return to their communities and help strengthen them, we support charitable and civic organizations across the globe that share our values through grant-making, corporate philanthropy and volunteerism.

2023 Month of Service

Aligned with our focus on encouraging employee volunteerism, we hold an annual “Month of Service,” providing a paid workday for employees to volunteer with a charitable organization of their choosing. Many of our employees, including senior leaders, also lend their expertise to the community by participating on nonprofit boards or by speaking on panels at community events.

In 2023,

365 colleagues

volunteered over

2,100 hours

of service, in support of

105 charitable organizations.

FY2023 Giving by the Numbers

Total Adtalem Global Education
Foundation Grants

\$564,775

Total Adtalem Corporate Giving

\$221,671

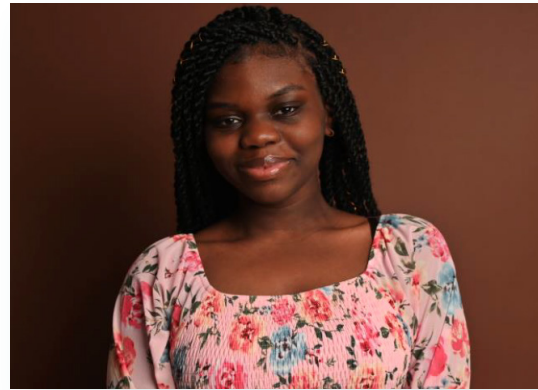


Adtalem Global Education Foundation

Since its founding in 2010, the [Adtalem Global Education Foundation](#) has supported organizations that align with our strategic focus areas. During fiscal year 2023, this included providing support to partners and programs that address health and well-being in both humans and animals, as well as providing equitable access to education.

A total of \$564,775 in grants was awarded over the course of the year. The Foundation’s positive impact is reaffirmed by its valued partners, as exemplified here:

- **A Better Chicago:** “The Adtalem Global Education Foundation helps fuel our mission of fighting poverty with opportunity. Adtalem’s ongoing support of A Better Chicago is critical to ensure that we can be the supercharger that boosts the effectiveness of the most promising and innovative youth-serving nonprofits in Chicago. Our partnership with Adtalem’s foundation allows us to invest unrestricted capital in 28 game-changing nonprofits that collectively serve over 49,000 youth annually.”



- **American Cancer Society:** “As a young Black woman from the South Side of Chicago, finding opportunities to explore different career options was always very difficult. Through the ResearchHERS Summer Healthcare Experience (SHE) program, and with the help of the Adtalem Global Education Foundation’s generous donation, I was able to learn about oncology and the many different careers in the field. I gained experience in creating and presenting a holistic care plan for a case study patient. I was able to gain skills in presenting experimental research, as well as the techniques involved in the research. I formed strong bonds, and found mentors, with whom I still speak today. My experience with SHE and the American Cancer Society was a life-changing one and one that I’ll be forever grateful for. Thank you for making this possible.”

- **American Humane:** “After leaving the war zone, some of our returning military heroes face another daunting obstacle. As they return to civilian life, many have mental scars of war that manifest as anxiety, depression, and nightmares — struggles that can be eased by the healing power of a wagging tail. That’s why support provided by the Adtalem Global Education Foundation for the Pups4Patriots program is so exciting. The grant will go a long way to helping veterans live their lives to the fullest.”



The Foundation’s Areas of Focus

- **Strengthening** the pipeline of underrepresented minorities to careers in the healthcare industry and related fields.
- **Increasing** access to quality educational opportunities for underserved populations, with a focus on access to higher education.
- **Addressing** healthcare disparities, including gaps in access and quality.
- **Promoting** economic growth through skills-based workforce development and career readiness programming.





- American Red Cross:** “Thanks to the continued support of Adtalem Global Education Foundation for helping make the Red Cross mission of supporting sickle cell warriors and their families happen every day. Generous donors like Adtalem Global Education Foundation are critical as we work to build trust, share information, and work to engage diverse donors to help save lives.”



- Cures Within Reach:** “Cures Within Reach finds and funds clinical trials testing to fast-track safe and effective treatments for unsolved diseases. The grant from the Adtalem Global Education Foundation supports the expansion of our U.S.-based DEI efforts: clinical repurposing trials to impact health disparities of underserved patients (that require community engagement) and/or clinical repurposing trials led by underrepresented researchers and clinicians.”



- Global Health Corps:** “In partnership with Adtalem Global Education Foundation, Global Health Corps proudly launched a new fellowship program to catalyze the impact of the next generation of U.S. public health leaders. The program provides skill building, coaching, mentorship, and integration into a global network for lifelong learning and impact. Against a backdrop of widening health inequities, and lack of diversity and high attrition in the public health workforce, this work is urgent and important for building a more equitable nation.”

- Mission Animal Hospital:** “The need for accessible veterinary care is vast across the United States. Cost of care is a primary reason why more than 1 million pets are surrendered every year. Here at Mission Animal Hospital, we have an opportunity to teach new veterinarians how to practice in a way that makes veterinary care more accessible to everyone, regardless of a family’s circumstances. Thanks to the Adtalem Global Education Foundation, we are able to expand our Veterinary Student Externship Program and teach these key skills to more than 150 new veterinarians every year from across the U.S., preparing them to provide accessible care in their practice following graduation.”



Pioneering Holistic Clinical Learning

AUC’s Preston, U.K., campus recently embarked on a pilot program called Selective Longitudinal Integrated Clinical Experiences (SLICE), a unique learning experience designed to promote the holistic clinical skills students need to provide care for people living with chronic health conditions. Students are matched one-to-one with a patient who they will support for two or more years. They arrange monthly remote discussions with their patient and attend several in-person appointments. Patients from AUC’s [U.K.-affiliated National Health Service \(NHS\) hospitals](#) volunteer to participate in the program and benefit from the students’ clinical care, and students gain valuable insight into the trials and tribulations of a person living with a long-term condition.

Strengthening Our Communities

In addition to the positive impact of the Adtalem Global Education Foundation, Our students, alumni, faculty and colleagues engage in a wide variety of philanthropic activities throughout the year. In the U.S., U.K. and on the islands of Barbados, Sint Maarten, and St. Kitts and Nevis, we foster relationships with local governments, international and regional organizations and communities to ensure we make contributions that are valuable to each community and its unique needs.

2023 Community Impact Highlights

American University of the Caribbean School of Medicine (AUC)

- **AUC**, in collaboration with the Positive Foundation and Sint Maarten’s Ministry of Public Health, Social Development and Labor, offered several free preventative care events in fiscal year 2023. This included providing free health screenings along with educational presentations about breast cancer symptoms and risk factors, which is vital for understanding the prevalence of breast abnormalities within the population of Sint Maarten. All results were reported to the Ministry of Public Health to help establish policies for the screening of breast abnormalities and cancer diagnoses. To date, nearly 500 women have been examined and educated through these free events.
- Another **AUC** tradition is the university’s semesterly Community Action Day — a day when students, colleagues and family members alike connect with nonprofit organizations for a day of service. During these Community Action Days, hundreds of students and colleagues collaborate with community partners to drive forward service projects in health, environmental awareness, education and more. As an example, in June 2023, students from the Disaster Medicine Interest Group (DMIG) partnered with the Red Cross Sint Maarten to conduct “Stop the Bleed” workshops. This global awareness program encourages bystanders to become trained, equipped and empowered to help in a bleeding emergency before professional help arrives.

Chamberlain University

- When blood donations hit a critical shortage, **Chamberlain’s** Chicago, Illinois, campus partnered with the 17th District Chicago Police Department (CPD) to host a collaborative blood drive. The event addressed not only the blood supply shortage but also the bond between the CPD and the nursing community as front-line workers and first responders. More than 100 members of the Chamberlain and CPD communities came out to donate and support the event.
- **Chamberlain** students at the St. Louis, Missouri, campus participated in a service project at the St. Louis Area Food Bank to provide support to the families impacted by floods throughout the area. Chamberlain students packed food, health and beauty items; baby food; diapers; and toys and helped process 4,800 pounds of goods to be distributed directly to the impacted families.

Ross University School of Medicine (RUSM)

- **RUSM’s** Office of External Affairs, in collaboration with Urgent Care Mobile, provided regular medical services to vulnerable communities across Barbados. During the fall semester, 278 students conducted 3,336 community clinical hours, serving over 850 community patients, including vulnerable populations. In addition, through virtual experiences, 118 remote students conducted 1,416 standardized patient hours.

- **RUSM** partnered with the Barbados Alliance to End Homelessness (BAEH) to upgrade facilities necessary for providing free medical care to this high-risk population. RUSM’s medical and operational support, along with Adtalem’s financial support, allows for the integration of medical resources, helping the shelter provide a “one-stop shop” for its occupants’ healthcare needs. Students provide care under local physician supervision. RUSM students and staff worked closely with the BAEH on this upgrade.

Ross University School of Veterinary Medicine (RUSVM)

- As part of **RUSVM’s** ongoing engagement with St. Kitts and Nevis schools, veterinary students made visits to primary schools throughout the year, teaching students how to care for the animals in their lives. This contributed to RUSVM’s goal of visiting all primary schools in St. Kitts and Nevis to help children learn how to practice good pet hygiene.
- **RUSVM’s** Laboratory Services Division hosted Medical Laboratory Professionals Week, an annual celebration to highlight and show appreciation for laboratory professionals. Colleagues led activities throughout the St. Kitts and Nevis community, including an Instrument Model contest and awards ceremony for primary and high school participants. They also engaged with children to educate them on the impact of dermatophilosis in cattle during the Agriculture Fair hosted by the St. Kitts and Nevis Ministry of Agriculture, a collaborative effort between RUSVM and the government.



Colleague Spotlight

Service Through Social Work

Kiana Battle, PhD, LMSW,

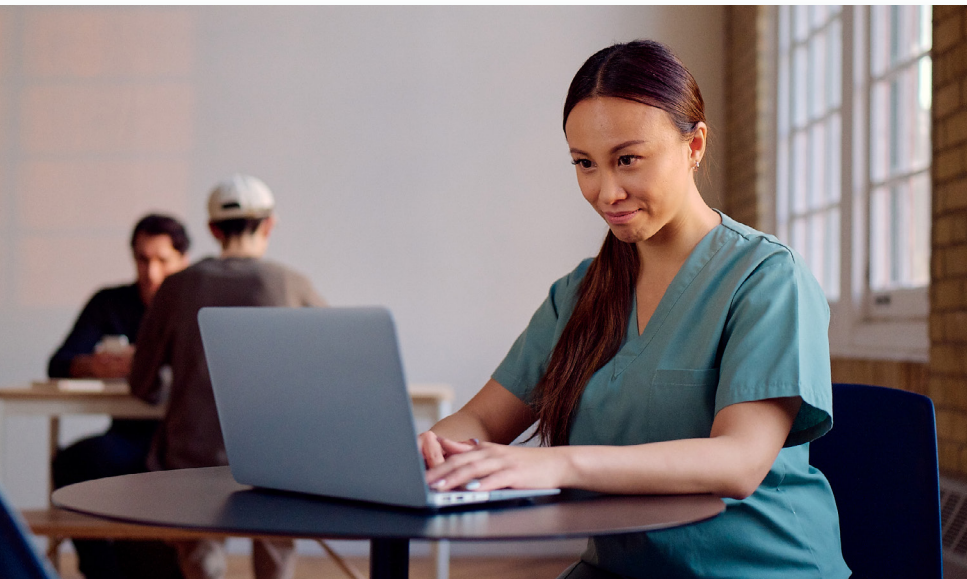
assistant professor in the Master of Social Work degree program at Chamberlain University, has spent her career in service to others. “I would describe my role as a social worker as a change agent. I advocate for vulnerable and marginalized populations to have a ‘seat at the table’ - whatever the table might be,” she says.



Walden University

- **Walden's Mobilize for Good** initiative is bridging the gap of literacy and educational access through its community libraries, which are strategically located within local organizations. These libraries offer free book exchanges in underserved communities, including: a western Baltimore public school serving more than 500 pre-kindergarten through eighth grade students; a state-licensed and nationally accredited children's home in North Carolina; and a comprehensive burn center in Atlanta, Georgia, that cares for 3,500 adult and pediatric burn patients per year.

- **Walden's** mission of positive social change is advanced by students, alumni, faculty and staff during Global Days of Service as they assist their neighbors in need through community projects. Throughout the year, Global Days of Service take place at local schools, food banks and community centers. For example, in fiscal year 2023, Walden alumni and colleagues collaborated with the Maryland Department of Veterans Affairs to clean up the Garrison Forest Veterans Cemetery for a commemorative ceremony. Additionally, more than 50 Walden volunteers, along with community organizations, distributed approximately 2,000 cases of water to Jackson, Mississippi, residents who had been impacted by the ongoing water crisis in the area.



Dr. Elesia Glover: Social Change Agent and Proud Walden Alumna

While living and working in Atlanta, Georgia, Dr. Elesia Glover, Walden alumna, founded [Posh Pack](#), a nonprofit dedicated to providing feminine hygiene essentials to students and working to educate elected officials and the public on the importance of alleviating period poverty. "I saw that one in five girls in the U.S. misses school time because of lack of access to feminine hygiene products," Dr. Glover said. "It ran the spectrum of ages from elementary to high school." Since its founding in 2018, Posh Pack has been bridging the gap in support and advocacy by providing thousands of period products each year to schools in Georgia, North Carolina, Florida and Virginia. Dr. Glover's commitment to positive social impact has grown as she continues to increase Posh Pack's reach.



Walden University – A Certified B Corporation® Committed to Social Change

Walden University encourages its students to use their education to affect change in their communities and in the world at large. As a Certified B Corporation®, Walden upholds high standards of verified social and environmental performance, public transparency and legal accountability in accordance with B Lab® assessment and related guidelines. Social change is embedded in every academic program. At the doctoral level, all capstone projects must be related to social change to meet graduation standards. Another means through which Walden facilitates positive impact is through its Center for Social Change. Created in 2017, the Center is an action-oriented hub that helps individuals and organizations focused on social change to connect and form collaborative alliances. Through the Center, the entire Walden community participates in projects and community engagement activities focused on the Center's commitments to empower change-makers and build a sense of community.

EMPOWER

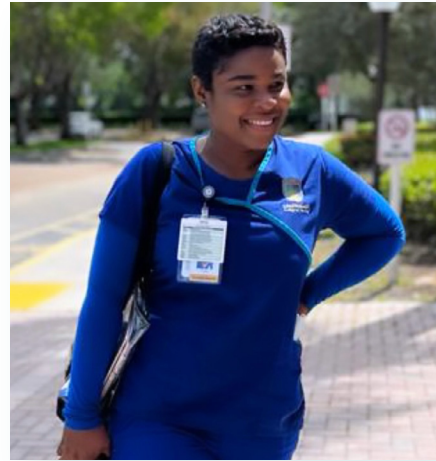
SCHOLARSHIP FUND

Empower Scholarship Fund: Perseverance. Passion. Purpose.

The [Empower Scholarship Fund](#) is another avenue through which we champion social impact efforts. The Fund is a separate, nonprofit entity established in 2000 that provides financial support to our students facing the greatest need and who have a successful academic track record.

Since 2016, the Empower Scholarship Fund has awarded 2,629 scholarships totaling more than \$4.9 million to support students. In fiscal year 2023, a total of \$301,700 in scholarship funds was awarded to 162 students.

By providing financial support in the form of scholarships to qualifying recipients, the Empower Scholarship Fund continues to invest in a better future for our students and our global community. Donors, partners and alumni regularly support the mission through various fundraising efforts such as the 3rd Annual Together Strong 5K in September 2022, which raised more than \$64,000 for scholarships awarded in 2023.



These funds helped students like **Rutza Fertil**, a 2023 BSN graduate of Chamberlain who received the JGB Nursing Scholarship. Raised in an under-resourced neighborhood, Fertil witnessed suffering that went untreated due to lack of healthcare services and costs. “I chose to pursue a career of nursing to help make a difference in people’s lives,” explains Fertil. The scholarship enabled her to pursue the career of her dreams by providing a sense of relief, both financially and mentally. Fertil now works as a registered nurse at Memorial Healthcare System in Florida.

RUSM Alumni Association Scholarship recipient **Zachary Petrucci**, is able to pursue his passion for medicine and is deeply grateful to the alumni who understand the dedication required to persevere through the challenges of medical education. The financial assistance provided serves as a beacon of encouragement to Petrucci, reinforcing his decision to become a physician.

Petrucci’s passion for medicine has deep roots, nurtured through a lifelong commitment to community service and personal experiences. Witnessing the impact of healthcare on patients’ lives, including his mother’s, has solidified his aspiration to be a compassionate and knowledgeable physician. In addition to excelling academically, Petrucci actively contributes to the RUSM campus community, participating in various roles such as a Student Ambassador, Welcome Committee Leader and Curriculum Committee Chair. He eagerly anticipates the opportunity to help positively impact communities and areas that struggle to receive regular and reliable healthcare, and to pay it forward as an alumnus, empowering future generations of aspiring medical professionals.



“The alumni have raised funds to help RUSM students and empower them to continue to strive for and achieve success. They have been in our shoes before and want to support us. They have raised these funds to help us and I am so grateful to have this opportunity.” — Zachary Petrucci

Safeguarding Global Health and the Environment

As a force for good, our mission includes raising our students' awareness of important issues that jointly impact both public health and the environment. By providing education that illuminates these intersections among human, animal and environmental health, we expand our collective understanding of global challenges, such as the spread of disease and environmental degradation. Our graduates are empowered to solve these challenges and positively impact society in these areas and more. This informs our approach to environmental stewardship, including enhancing climate resilience in vulnerable communities and conserving resources and energy throughout our operations.



- MATERIAL TOPICS:**
- Public Health and Well-Being
 - Waste and Natural Resources
 - Energy Management and Efficiency
 - Climate Awareness and Resilience



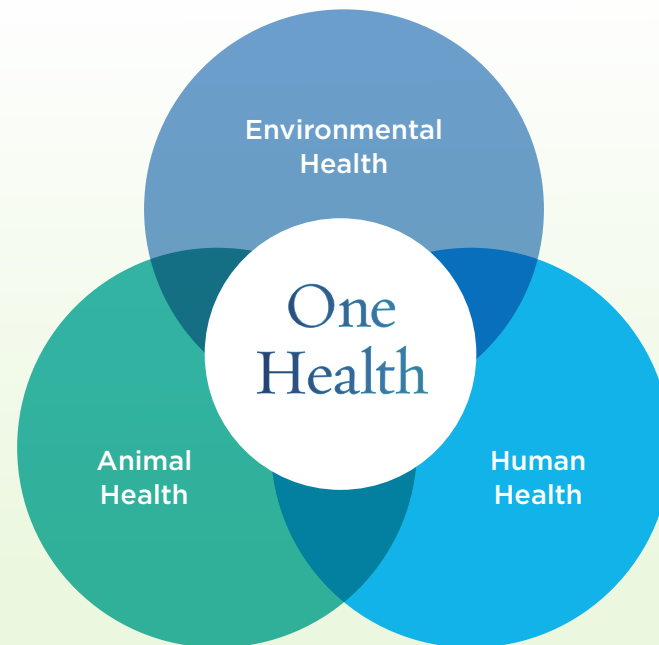
Embracing a Multidisciplinary Approach to Health and Well-Being

By expanding access to education, our family of institutions educates the next generation of leaders and trains them to solve complex problems at the intersection of animal, human and environmental health. This approach is exemplified by the One Health framework, an interdisciplinary approach to education, innovation and impact.

Our collaborative, cross-functional approach researches the interrelationships of humans, wildlife and the physical world while allowing our students and faculty to address critical issues facing our collective health around the globe.

The One Health approach embraces a holistic view of the connectedness beyond our everyday interactions. Our students, educators and alumni collaborate, teach and learn to provide expertise across a spectrum of subjects. Their insight drives the inclusive problem-solving necessary to address highly complex issues such as natural disaster management, the spread of infectious diseases across species and food security.

Interdisciplinary Approach: Supporting Health for All



Empowering Veterinary Professionals Through Education and Support

Through an enduring collaboration with [RedRover](#), a national animal welfare nonprofit, we are actively bridging the gap for veterinary professionals and offering solutions to critical challenges that impact the health of our global communities. The Adtalem Global Education Foundation's commitment to funding and engagement underscores its dedication to supporting organizations like RedRover that play a pivotal role in cultivating thriving communities where individuals live and work. RedRover's focus on alleviating animal crises and reinforcing the human-animal connection empowers veterinary practitioners to adeptly address cases of domestic violence within their clinics.

"Thanks to the ongoing support from the Adtalem Global Education Foundation, RedRover will be able to continue to raise awareness in the veterinary community about the link between domestic violence and animal abuse," said RedRover Director of Collaboration and Outreach Katie Campbell. "Our goal is to help veterinary professionals to identify and respond when encountering domestic violence in their clinics in hopes of supporting more animals and people experiencing abuse."



Advancing One Health Through Education and Research

Our One Health framework sets the foundation for our institutions and educational experiences to develop leaders who are prepared to adapt to an ever-changing world. Our integrated approach enables Adtalem to provide one-of-a-kind, interactive learning experiences that demonstrate the importance of keeping our interconnected world healthy.

As a leading educator of veterinarians with a strong commitment to health equity, RUSVM supports the One Health approach by providing students with immersive educational experiences, enabling them to effectively manage the animal, human and environmental health continuum in their careers. This includes:

- Hosting the **One Health Center for Zoonoses and Tropical Veterinary Medicine**, an internationally recognized center where students and faculty collaborate to conduct research and outreach programs on the cross-section of human and animal health.
- Housing the **Center for Conservation Medicine and Ecosystem Health**, where students and faculty study the emergence of disease from wildlife and ecosystems, and how these ailments proceed to affect the surrounding environment.

- Partnering with Chamberlain University to offer a [Graduate Certificate](#) designed to advance career knowledge for veterinary and healthcare professionals and offering an online-based **Master of Science by Coursework in One Health** (MSc One Health) [degree program](#) designed to equip veterinarians, animal scientists, social scientists, environmentalists and medical and biological students with a comprehensive understanding of the integrated framework.
- Incorporating the One Health approach in our curriculum, research and communities.



RUSVM and AMLC Come Together Under One Health

In May 2023, RUSVM proudly welcomed the 40th Scientific Meeting of the Association of Marine Laboratories of the Caribbean (AMLC) to St. Kitts and Nevis. The five-day event, hosted partly on RUSVM's campus, fostered discussions among global professionals focused on critical topics like the current outbreak of coral diseases, coral restoration efforts, sargassum bloom, use of remote sensing and other techniques for coastal and marine science, and sustainable coastal development and conservation. The meeting also provided an opportunity to connect students, established scientists, policymakers, practitioners, and others with an interest in marine science under the meeting's theme: Connecting Coastal and Marine Ecosystems Through Science and People. Five RUSVM faculty and staff members helped organize the conference, and RUSVM students, faculty and staff participated in the event by holding interactive research presentations and providing volunteer support.

"Now more than ever we realize that we're all connected, especially from our perspective as an institution that believes in One Health," said an RUSVM faculty member. "It's important to consider that we all live in these ecosystems and our location in St. Kitts and Nevis allows us to see that interconnection between coastal and marine ecosystems."



ROSS UNIVERSITY
SCHOOL OF VETERINARY MEDICINE

**Initiatives Across Our Institutions
Create a Brighter, Healthier Future**

RUSVM commits to a cleaner environment through recycling in St. Kitts and Nevis

During the year, RUSVM participated in the St. Kitts and Nevis Solid Waste Management and Recycling Project aimed at reducing the amount of waste that would normally end up in the island’s landfills. According to recent studies,¹ St. Kitts and Nevis produces more landfillable material per year than the average Latin American nation, and landfill space remains limited on the island nation. As a result, RUSVM has pledged to support the project’s sustainable development goals by increasing recycling infrastructure in its buildings and posting appropriate signage to inform students and faculty how to recycle correctly.

Chamberlain strengthens preparedness through a disaster simulation in Jacksonville

In an effort to elevate our students’ education around disaster medicine, a live-action role-play allowed students to apply their nursing knowledge to rescue, triage and manage the care of victims in the simulation. During a simulated emergency room event with incoming disaster patients, students showcased their clinical judgment, critical thinking and priority care skills while managing victims, family

members and patients in a high-stress, mass-casualty disaster event. Students provided safe, quality, patient-centered care to improve patient outcomes and increase disaster preparedness within the community.

RUSVM participates in critical arboviral disease research in St. Kitts and Nevis and the West Indies

As an island home for a large population of monkeys and mosquitoes, St. Kitts and Nevis presents a unique opportunity for research on arboviral diseases. Many nonhuman primates are believed to be carriers of these diseases, which are transported and spread through mosquitoes. Seeing the unique opportunity to study the interactions between primates and mosquitoes, RUSVM, along with many other global partners, took part in studying the presence of chikungunya, dengue and Zika viruses in monkeys. Research on other viruses is expected to be ongoing to learn more about the spread and possible prevention of specific diseases.

AUC sponsors a coastal cleanup in Sint Maarten

In an ongoing effort to remediate debris in the waters off the coast of Sint Maarten due to Hurricane Irma, AUC partners with local organizations, including the Nature Foundation and the Dutch Caribbean Coast Guard, as part of a larger global ocean cleanup effort through the [PADI AWARE Foundation Dive Against Debris](#) program.

Over 30 RUSVM students participated in research with other universities and institutions. Students received hands-on investigative experience while assisting with the testing of ~1,000 island monkeys and ~10,000 mosquitoes for infections with chikungunya, dengue and Zika viruses in St. Kitts and Nevis.

Occurring during AUC’s Community Action Days, AUC’s cleanups are conducted in coordination with the SXM Coastal Cleanup Project, which trains local island youth to scuba dive and participate in scuba-related community and environmental outreach projects. AUC participated in four cleanups during fiscal year 2023, during which trained scuba divers and volunteers (including students, faculty and others) collected more than 2,750 pieces of debris totaling more than 1,440 pounds from the Simpson Bay coastline. The removal of this debris not only helps protect the local marine environment, but also reduces risk of additional negative impacts during future storm activity.



¹Data acquired from [St. Kitts & Nevis Observer](#) article about the St. Kitts and Nevis Solid Waste Management and Recycling Project, which is a partnership between the Federal Government of St. Kitts and Nevis and the Government of the Republic of China (Taiwan).

Environmental Stewardship

We help protect our planet and people by maintaining efficient, environmentally aware operations and by working to address global challenges such as climate change and disaster management. Demonstrating our commitment to environmental stewardship, in 2020 we launched multiyear environmental goals through 2024 that encompass our strategic approach to reducing our carbon footprint, embracing renewable energy and enhancing waste management practices. Through these goals, we are addressing environmental issues that help safeguard the environment and our communities.

Our Multiyear Environmental Goals and Progress

Goal 1

Achieve a 10% reduction of controllable energy use and greenhouse gas (GHG) emissions levels across Adtalem's U.S. properties by 2024.

Progress: Throughout fiscal year 2023, we continued implementing energy conservation measures, such as installing light timers, updating water heaters and replacing HVAC systems. These measures have allowed us to reduce energy and emissions by 23.1% and 32.6%, respectively, from our 2019 baseline.¹

Additional Commentary: We are proud to have achieved these reductions so far; however, we recognize energy and emissions data can differ year to year due to operational circumstances, attendance at institutions, the addition of new campuses or relocations, along with external factors out of our control. Through our yearly maintenance plan, we are continually replacing less efficient equipment and fixtures with high-efficiency products and systems wherever possible. Moving into FY24, we are planning on compiling a comprehensive database of our facilities, including both directly paid and landlord-charged utilities.

¹FY23 usage reports data from direct-paid utilities only. Energy usage increased slightly year over year, as new campuses were added to the data set. Fiscal year 2023 data includes sites in the following locations: Addison, IL (two sites); Boise, ID; Chicago, IL (two sites); Columbia, MD; Downers Grove, IL; Miramar, FL (two sites); Naperville, IL; North Brunswick, NJ; Pearland, TX; Phoenix, AZ; Sacramento, CA; Tinley Park, IL.

Goal 2

Aim to initiate an average of one renewable energy project per year at an owned location from 2021 through 2024.

Progress: During the year, AUC completed its first solar array upgrade in Sint Maarten. The upgraded system of 184 panels has a total capacity of approximately 76 kilowatt peak (kWp). During the last six months of fiscal year 2023, the system successfully reduced carbon dioxide emissions by 51,062.2 kilograms while providing an average monthly energy cost savings of \$2,475.

Additional Commentary: AUC's facilities management team closely monitors the system's real-time energy production to ensure the array is running optimally. In addition, the solar array was specifically designed to withstand hurricane conditions, making it a sustainable solution even during extreme weather events. Looking ahead, AUC will continue to evaluate additional renewable energy solutions at our Caribbean campuses, including potential expansion of its solar panel project, as well as a solar hot water system.

Goal 3

Implement an enhanced waste and recycling initiative across Adtalem's controllable waste portfolio by the end of 2024.

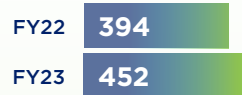
Progress: In fiscal year 2023, we further advanced our waste and recycling initiative by completing comprehensive waste audits for our owned U.S. facilities² with the help of a third-party environmental consultant.

Additional Commentary: In the Caribbean, RUSVM promoted recycling programs in collaboration with the Taiwan Technical Mission and the St. Kitts and Nevis Solid Waste Management and Recycling Project by hosting a campus recycling competition that encouraged students and colleagues to weigh their recyclable materials. Informed by the results of the waste audits, Adtalem's other institutions will be evaluating opportunities for scalable waste and recycling solutions moving forward.

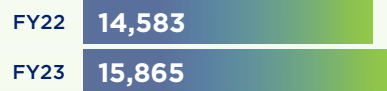
²North Brunswick, NJ; Addison, IL; and Tinley Park, IL.

2023 Environmental Impact¹

NONRECYCLED WASTE (Tons)



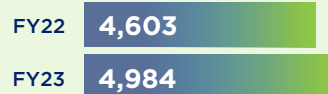
WATER USAGE (kGal)



ENERGY USAGE (kBtu)



GREENHOUSE GAS EMISSIONS (Scope 1 + Scope 2 mtCO₂e)



¹FY23 usage reports data from direct-paid utilities only. Energy and utility usage increased slightly year over year, as new campuses were added to the data set. Fiscal year 2023 usage data includes sites in the following locations: Addison, IL (two sites); Boise, ID; Chicago, IL (two sites); Columbia, MD; Downers Grove, IL; Miramar, FL (two sites); Naperville, IL; North Brunswick, NJ; Pearland, TX; Phoenix, AZ; Sacramento, CA; Tinley Park, IL.

Waste and Natural Resources

We are committed to diverting landfill waste by implementing circular waste management practices, including recycling and reusing items when possible and solidifying strong environmental partnerships to problem-solve and enhance efficiency. Across our locations, we maintain waste management systems that encourage students, colleagues and faculty to properly dispose of recyclable waste and reuse furnishings and equipment when possible. During the year, this included working with HOB International Inc. to find a second life for over 5,800 electronic items, avoiding approximately 36,600 pounds of additional e-waste. Through this partnership, we also successfully recycled 39,763 pounds of technological materials and equipment. Our partnership with HOB enabled us to save enough electricity to power 703 U.S. households, reduce greenhouse gases equivalent to the amount of emissions from 1,205 passenger cars and divert hazardous waste equal to 53 refrigerators.

Additionally, we partnered with a third-party consultant to conduct comprehensive waste audits across all U.S. facilities where we have full control of waste processes, and we plan to use the findings and recommendations to continue advancing our waste and resource management efforts.

Enhancing Energy Efficiency and Reducing Emissions

Given the nature of our business and the variety of remote learning and work options for students and colleagues, our operations do not represent a significant climate footprint relative to other industries. However, we work diligently to be a leader in environmental stewardship within our industry by tracking our energy and emissions performance on an ongoing basis and exploring initiatives and conservation measures to drive further efficiency.

As an example, the Environmental Sustainability Committee at AUC is actively working toward creating a greener and more sustainable campus environment. The committee is leading several innovative projects related to energy conservation and efficiency, emissions reduction and renewable energy, including aiding the Campus Operations team in the completion of the campus' first solar panel installation in fiscal year 2023.



Climate Awareness and Resilience

With many of our colleagues, students and community members located in areas vulnerable to extreme weather events or other climate-related challenges, we employ a robust system of measures to raise climate awareness and assess potential risks.

Climate awareness is embedded across our enterprise and is an element of the board's risk management oversight responsibilities. To better understand the board's awareness of climate-related issues, we include questions regarding board directors' expertise with climate change and climate-related risks within their annual questionnaires.

In addition, our Enterprise Safety and Security department tracks, identifies and leads efforts that protect against climate-related safety and security risks, such as hurricanes and other extreme weather events. As a part of our enterprise safety and security system, we employ a strong communication channel through our Safe App and SIREN emergency notification system, which are complemented by ongoing monitoring of potential extreme weather events by our Global Security Operations Center (GSOC). Since the rollout of the app in 2020, it has proven to be a reliable tool, enabling us to connect immediately with students, faculty and colleagues in response to potential environmental dangers or security concerns.

In addition to providing direct communication in the case of an emergency, the Safe App serves as an important education tool to help us prepare individuals for incoming storms or

natural disasters and sharing details on storm protocols and procedures. The Safe App supplies other vital safety information throughout the year across all our institutions and facilities.

We have implemented mature plans and processes for preparing and responding to hurricanes and other extreme weather events. These plans include ongoing preparation for hurricane season, regular drills and preparation exercises, and defined processes for managing severe weather events. In addition, target hardening has been completed at Caribbean locations to provide locations for the shelter of our communities as well as safe and resilient environments for our students and colleagues following a severe weather event.

Advancing Disaster Preparedness and Supporting Community Resilience Efforts

Consistent with our One Health approach, we recognize that human healthcare access and equity are intrinsically linked with environmental issues such as natural disasters.

In fiscal year 2023, AUC completed a Gender Disaster Assessment with the Pan American Health Organization (PAHO) to assess the impact of hurricanes on vulnerable groups in Sint Maarten. Specifically, AUC partnered with PAHO to conduct a survey aimed at uncovering ways to better address gender equality when a natural disaster occurs. The survey findings will be used by PAHO and the Sint Maarten government to support the "SMART" Shelters Project, which involves the construction, outfitting and pre-stocking of

two multipurpose shelters, a gender impact assessment and training in shelter management and disaster risk management.

Additionally, the RUSVM Disaster Research Working Group (DRWG) convenes community members from across the Caribbean region, as well as from the U.S., Canada and other international organizations such as the World Association for Disaster and Emergency Medicine (WADEM) and the American Veterinary Medical Association (AVMA) to address common needs and develop shared protocols. The group is working to elevate regional and global understanding and capacity to prepare for, and respond to, disasters by providing expertise in One Health disaster management and disaster-related public health and epidemiology, livestock health and safety, small-animal medicine and sheltering, infectious disease and veterinary education.

In May 2023, DRWG leadership represented RUSVM at the WADEM Congress on Disaster and Emergency Medicine in Killarney, Ireland. The meeting brought together global experts to exchange knowledge and best practices on disaster medicine and the health aspects of emergency management and complex humanitarian crises.

Encouraging Climate-Friendly Commuting

We recognize that vehicular emissions, particularly in single-passenger vehicles, can be a substantial contributor of greenhouse gas emissions. During the year, our RUSM security team introduced its first electric vehicle and installed two on-campus charging ports available for colleagues who drive electric vehicles.

Additionally, we offer full-time colleagues who commute to Adtalem locations and campuses a benefit program that incentivizes the use of public transport and carpooling. Participating colleagues can save pretax dollars to offset the cost of subway, commuter train, ferry and carpool transit.



Operating with Purpose and Responsibility

A crucial element of our Growth With Purpose strategy is a commitment to operational excellence. Our enterprise must be grounded in a strong foundation of corporate governance, ethics and risk management and guided by a stable and strategic perspective. We thrive on the spirit of mutual support, and our practices provide us with the capacity to make thoughtful, informed decisions that benefit our enterprise and our stakeholders. With a stable foundation in place, we can carry forward our mission to provide access to those who do not have it and to advance health equity through our institutions and our graduates.

MATERIAL TOPICS:

- Corporate Governance
- Ethics and Integrity
- Responsible Recruitment and Enrollment
- Cybersecurity and Data Privacy
- Enterprise Risk Management



Corporate Governance

Cultivating a Diverse Board of Directors

We strive to maintain a diverse board with the optimal mix of skills, expertise and experience in order to deliver long-term value to our shareholders and maintain our commitment to helping our students succeed.

Forty-five percent of our 11 board directors are people of color, and four identify as women. Our directors' diverse skills, qualifications and viewpoints strengthen the board's ability to provide effective and balanced oversight as fiduciaries on behalf of our shareholders. Both Adtalem and our shareholders benefit from their business acumen, sound judgment and informed decision-making. The board's Nominating and Governance Committee assesses the qualifications of existing and prospective directors, including sustainability-related skill sets, through our annual director and officer questionnaire. Additionally, we continuously administer internal checks and follow annual procedures to maintain the independence and integrity of our board and

assure our stakeholders that there are no conflicts of interest. These measures demonstrate our commitment to operating in the best interests of our stakeholders.

Our board succession planning process includes ongoing review of its composition, as well as regular board refreshment. In November 2022, [Michael Malafronte](#) was elected chairman of the board of directors. He has been an independent director on Adtalem's board since 2016, bringing a depth of knowledge and expertise across many industries and functional areas.

More information about our board can be found [here](#).

Maintaining Strong Corporate Governance Measures and Sustainability Oversight

Guided by our [Governance Principles](#), the board of directors utilizes a cross-functional approach to its oversight responsibilities. A system of committees — each chaired by an independent

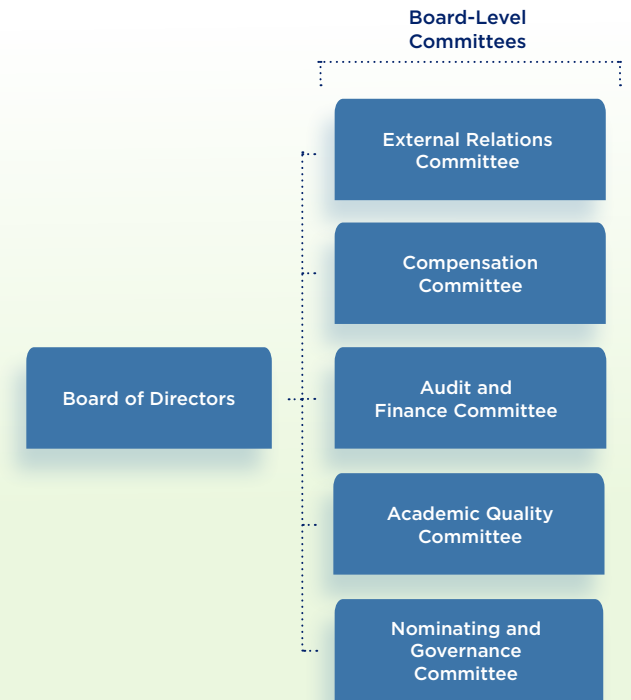
director — frequently assesses functional areas and considerations applicable to Adtalem, and provides guidance and direction.

Each committee has its own [charter](#), which sets forth its purpose, goals, responsibilities and qualifications for membership. In accordance with the charters, each committee evaluates its performance annually.

Topics related to sustainability matters manifest across various departments and roles within Adtalem, and as such, the board allocates specific sustainability oversight duties to its committees. Additional sustainability oversight and responsibilities are carried out by:

- Our **Senior Leadership Team**: Senior leaders set the strategic direction for Adtalem, guide the company on areas related to its sustainability strategy and provide oversight on their teams' areas of expertise. Find more information on our Senior Leadership Team [here](#).
- Our **Sustainability Working Group**: Subject matter experts (primarily at the vice president level) comprise this cross-functional working group, whose members aid in implementing our sustainability goals and initiatives across their corresponding departments.

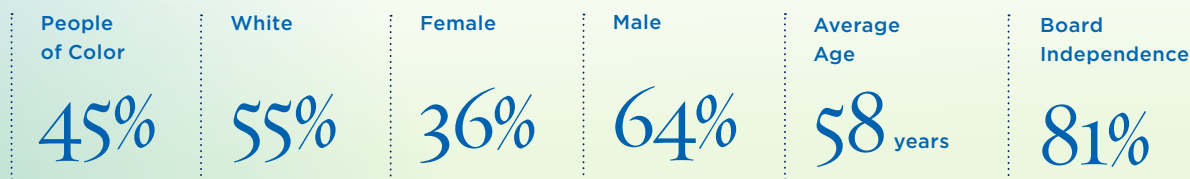
Board Structure



As of June 2023

- Our **Sustainability Team**: Several positions at Adtalem are specifically dedicated to the execution and organization of our day-to-day sustainability efforts, including our annual sustainability report. In 2022, we reorganized our Sustainability Team under our broader Global Communications and Corporate Affairs function to better align with the company's vision and priorities, as well as emphasize sustainability and global impact as essential elements of Adtalem's overall purpose and corporate narrative.

Board Diversity and Independence¹



¹Out of 11 members
Data as of June 30, 2023

Reinforcing a Strong Culture of Compliance

Transparency, accountability and compliance are ingrained in our organization and operations. In addition to close adherence to all existing regulations, we support the implementation of additional measures that foster trust, and benefit all who enhance the higher education industry. Our efforts typically focus on:

- Supporting equitable and reasonable accountability measures that benefit our students, faculty, staff, alumni, employer partners, communities and the broader education and healthcare ecosystems.
- Championing efforts that proactively identify and address potential problems that pose risks to students, taxpayers and other stakeholders across institutions.

Our legal and compliance teams provide insight and counsel to ensure we remain compliant and up to date with emerging laws and regulations. They also inform the board about current trends and best practices. Consistent with our commitment to transparency, we remain proactive and communicative regarding compliance to keep our stakeholders' interests and our integrity at the center of our decision-making.

Our Student Commitments

[Our voluntary Student Commitments](#) demonstrate the company's dedication to satisfying stakeholder expectations and holding ourselves accountable to high standards of integrity and compliance.

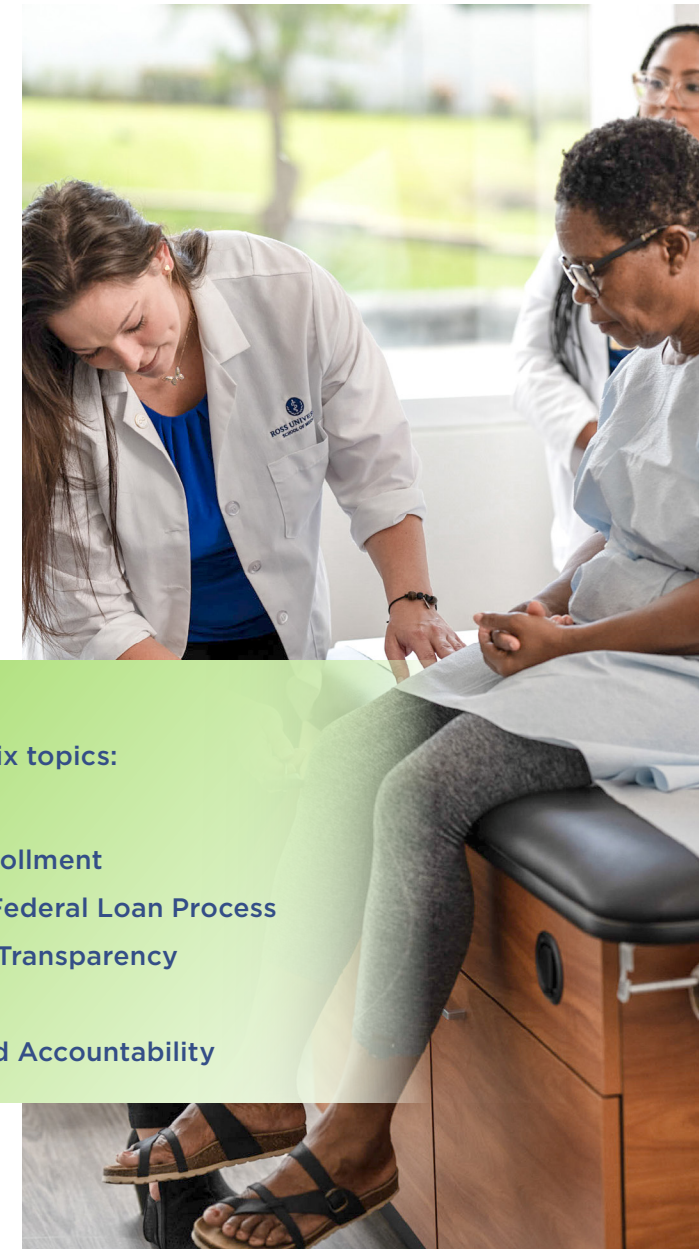
We actively implement and monitor these commitments, reviewing them periodically and improving our practices and student protections as needed to best serve the interests of our students and other stakeholders. This oversight allows us to maintain our leadership position within our industry.

Government Partnerships Connect to Our Success

We actively engage with governments and policymakers throughout regions in the U.S. and in the Caribbean where we operate to assess their needs and serve as a trusted partner. Our government relations team proactively facilitates cross-sectoral dialogue related to our operations, outcomes, policies and the interests of our students and other stakeholders. These conversations center on the following topics:

- Expanding access and bridging gaps to ensure that quality education is equally available to all.
- Our overall workforce impact and scale.
- Our leadership in diversity, equity and inclusion and addressing health equity.
- Our graduates' work in underserved communities to ease vital healthcare workforce shortages and strengthen culturally competent care.
- The partnerships our institutions create with healthcare systems, enhancing educational opportunities for our students and the pipelines for employment.

Consistent with our focus on bridging the gaps that exist with access to healthcare, our institutions in Barbados, Sint Maarten, and St. Kitts and Nevis help support and uplift Caribbean communities through our work with local governments and organizations. Our students and colleagues engage local healthcare systems and community organizations to promote healthy living and public well-being practices. We also offer employment opportunities and trainings to help locals in the island nations, and we partner with local organizations on projects that align with our mission and fulfill a local need.



Our Student Commitments include 20 areas of focus, which fall under six topics:

- **Informed Student Choice**
- **Responsible Recruitment and Enrollment**
- **Responsible Participation in the Federal Loan Process**
- **Financial Literacy and Academic Transparency**
- **Improving Student Satisfaction**
- **Successful Student Outcomes and Accountability**

Ethics and Integrity

Our [Code of Conduct and Ethics](#) (“the Code”) outlines the ethical standards and expectations we uphold for everyone at Adtalem, including officers, our board of directors, and full- and part-time colleagues and faculty. To reinforce awareness and compliance, our faculty and leaders receive annual training on the Code. Further role-based training is offered on topics that require additional attention, such as anti-bribery/corruption, privacy, anti-harassment and Title IX compliance.

We review the Code on an annual basis and update it when necessary to account for incidents or situations that may occur outside of its scope. We encourage everyone to speak up with questions, concerns or potential violations of our Code, and maintain a 24-hour hotline that offers anonymity to anyone reporting such issues. The Code includes information about our whistleblower policy and practices. Our Integrity and Compliance team investigates all reports promptly and thoroughly and takes appropriate action when necessary. The Audit and Finance Committee of the board receives quarterly updates on this activity, including investigations and any corrective measures taken.

In addition, our [Human Rights Statement](#) outlines our commitment to maintaining the highest level of respect for individuals’ human rights. We act as a trusted member of our global community through the way we uphold human rights, both inside and outside our areas of operation. This includes our commitment to preventing underage labor and modern slavery and ensuring compliance with applicable labor laws.

We view our suppliers, vendors and other partners as an extension of our values and principles, and as such, we aim to work only with those that share our commitment to ethics and compliance. We expect all business partners to act in a manner consistent with our Code, as well as the additional principles outlined in our [Supplier Code of Conduct](#).



Key Elements of our Code of Conduct and Ethics

- Our responsibilities to the communities we serve, our partners and the public
- Resources for employees to uphold a culture of accountability and fair treatment
- Guidelines for appropriate use of assets
- Guidelines on anti-harassment and bullying
- Standards of academic integrity
- Expectations for ethical behavior and business relationships
- Integrity in global operations

Ensuring Responsible Recruitment and Enrollment

Our work toward bridging the gap and creating access to education for all begins with ensuring that our recruitment and enrollment procedures provide prospective students with ample information, support and resources to make an informed choice about enrolling at one of our institutions.

We are taking an enterprise-wide approach to excellence in our enrollment and admission processes and introducing initiatives that include training and development for student advisers and new technologies for helping prospective students along their journeys. Through our efforts, we maintain a culture of student-centricity and ensure that our advisers are best-equipped to guide students through the process of joining an Adtalem institution.



Responsible Recruitment and Enrollment is designated as one of our core Student Commitments, with the following criteria:

- We provide students with individualized financial and academic information before they make a financial commitment. We also provide prospective students with clear information about any required transitional courses, including cost, availability and time needed for completion.
- We record admission conversations and evaluate them to validate compliance and ensure that our communication with students is clear, consistent and inclusive.
- We monitor and assess the performance and compensation of our admission professionals to ensure responsible student recruitment and compliance with our standards.
- We commit to transparency in our use of funds for marketing, recruitment, instruction and academic support, student services and scholarships.

Our [Responsible Marketing and Communications Statement](#) codifies our commitment to marketing our products and services, and to maintaining transparency and compliance in all of our advertising messages and promotional communications.

We pride ourselves on providing prospective students with helpful, truthful and accurate information in accordance with our marketing and recruitment standards, and we base admission solely on each applicant's ability to meet an institution's established requirements. Each institution has an admission recruitment compliance guide, which outlines applicable rules and regulations that employees must follow. Additionally, our compliance team reviews all marketing materials used to recruit and enroll students, as well as training materials for enrollment staff, to verify that they meet the requirements of our responsible communications standards. Upon hire, we require all colleagues to complete our Responsible Communications Training Program, consistent with our commitment to clear and transparent messaging to prospective and current students.

A Reimagined Responsible Marketing Strategy

Student-Centric: We aim to elevate our understanding of what our students and prospects need and want to hear from us.

Impact-Focused: We prioritize activities that drive new student enrollment based on their potential impact, including organic demand, performance media, web experience and database engagement.

Data-Driven: We test, learn and pivot based on our assessments of the efficacy and incrementality of our tactics and investments.

Our Approach to Cybersecurity and Data Privacy

We understand the important responsibility to safeguard information about our students, employees, institutions and operations. Through our robust approach to cybersecurity and data privacy, we strengthen our systems against potential risks or outside threats to foster stakeholder trust.

We modeled our Enterprise Information Security Framework Policy and Information Governance and Security Procedures on the National Institute of Standards and Technology's (NIST) 800-53 Framework. We manage information security (IS) in key areas such as cybersecurity, data privacy and information technology (IT) with functional teams that focus on their areas of expertise and collaborate on cross-disciplinary projects.

Cybersecurity Oversight

As a recognized enterprise risk, cybersecurity is positioned accordingly within our organizational structure. The Audit and Finance Committee of the board of directors provides primary oversight, but the full board is also involved in discussions and decisions regarding cybersecurity. The Audit and Finance Committee receives quarterly updates from our Chief Information Security Officer, who reports directly to our Chief Financial Officer.

The Audit and Finance Committee [charter](#) includes oversight of our cybersecurity program. This includes the responsibility to ensure that we have established and documented cybersecurity processes that are maintained and periodically evaluated.

Our formal Cybersecurity, Privacy and IT Risk Committee meets regularly to ensure rigorous evaluation of existing and emerging risks in the environment. This committee is integrated with the Enterprise Risk Committee, ensuring that cyber-risks are captured and reported at the corporate level.

Focused on Cybersecurity and Data Privacy

Our cybersecurity program encompasses global information security, assessment, detection, remediation and compliance components, in addition to defining the security controls that protect our technology infrastructure. The cybersecurity group is responsible for tracking incidents, mitigating threats and managing cyber-risks.

Our dedicated team of privacy professionals focuses on protecting the enterprise and the information of our stakeholders in accordance with privacy laws and standards. The data privacy team partners with our cybersecurity and information security teams to form a multilayered approach to protecting the privacy of information belonging to students and other stakeholders.

Comprehensive Alignment With Industry Frameworks and Regulations

Our cybersecurity and data privacy policies and procedures align with all relevant industry frameworks, laws and regulations, including:

- National Institute of Standards and Technology (NIST) regulations
- ISO 27001 Standard
- Family Educational Rights and Privacy Act of 1974 (FERPA)
- Payment Card Industry Data Security Standard (PCI DSS)
- Gramm-Leach-Bliley Act (GLBA)
- California Consumer Privacy Act (CCPA)
- General Data Protection Regulation (GDPR)
- Other applicable local, state, national and international regulations governing data privacy and information security

Focused on Cybersecurity and Data Privacy *Continued*

Maintaining the confidentiality, integrity and availability of student and enterprise data is a top priority for Adtalem. During fiscal year 2023, we completed a Cyber Incident Response Plan (CIRP) tabletop exercise that included simulated malware attempting to breach our critical infrastructure. The simulated attack was mitigated with extensive involvement from a cross-functional team of Adtalem subject matter experts. Additionally, to increase protection against unauthorized use of our systems, we have fully implemented multifactor authentication (MFA) for all employees, faculty and students.

We benchmark across verticals, conduct penetration tests and perform audits as part of our ongoing commitment to continuous improvement and to holding ourselves to the highest standard. Our IT general controls are audited annually by the company's internal function and our independent registered public accounting firm. Additionally, we completed an independent assessment of our program in fiscal year 2023.

A recent comprehensive review, in alignment with the NIST 800-53 cybersecurity framework, concluded that Adtalem's cybersecurity program exceeded the maturity of industry peers in nearly all categories.

Our systems regularly undergo penetration testing to identify and address any vulnerabilities, and to ensure that our infrastructure is adequately configured to reduce cyber-risk to an acceptable level. We have not experienced a significant information security breach in the past four years. In fiscal year 2023, our cybersecurity insurance premium was significantly reduced, partially in recognition of our program's strength and risk-mitigation practices.

Heightening Cybersecurity Awareness Among Our Workforce

We believe an informed workforce is critical to preventing potential attacks and safeguarding the data and systems we are entrusted to protect. In addition to our formal, mandatory training and compliance programs, we provide targeted awareness-based communications to educate colleagues on best practices applicable to their work and personal devices.

Our year-round cybersecurity awareness program, which includes training for all who use our systems, includes learning modules on topics such as the protection of sensitive information, phishing and mobile device security. Colleagues consistently indicate that our training programs provide high-quality, useful information, and rated the 2022 training 4.8 on a 5-point scale. Our advanced security tools and software help ensure the safety of our information. If unauthorized activity is detected, we take corrective action as required.

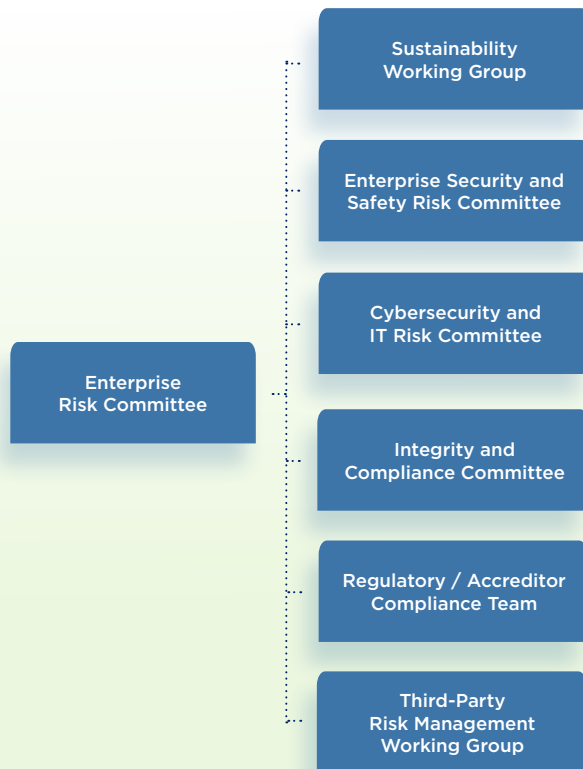
Nearly 8,000 colleagues, which represents more than 80% of our workforce, completed the most recent Cybersecurity Awareness training program.



Enterprise Risk Management

We uphold our responsibility to our stakeholders to ensure the highest degree of safety and security by maintaining a robust enterprise risk management (ERM) framework. The ERM framework identifies, evaluates, mitigates and monitors risks at the enterprise level. The program's focus on collaboration among various leaders creates stronger partnerships and synergies for the organization.

Enterprise Risk Governance Structure



As of June 2023

Our board and senior leadership oversee our risk governance structure, which includes a senior management-level Enterprise Risk Committee (ERC) and independent, specialized risk-targeted committees. The ERC, comprised of cross-functional leaders at the vice president and director levels, focuses on the most important risks to the organization. The committee provides broad, cross-functional oversight and assesses material risks escalated and reported by the individual committees. We continuously assess the composition and structure of the ERC to ensure appropriate representation of risk oversight leaders.

Annual Risk Review

Our committees, subcommittees and working groups collaborate with the ERC to escalate material issues and risks, and engage in a broad series of risk management procedures throughout the year. ERM's annual risk assessment process is a thorough cycle that involves high-level analysis, identification of the company's top-tier risks and regular reports to the board's Audit and Finance Committee.

In 2023, we developed a new survey process for the ERC that will enhance determination of which risks within the ERM framework to prioritize and assess for the upcoming fiscal year. The process will also help the ERC inventory and monitor other known and emerging risks.

Responsible Supply Management Organization

The strength of our Supply Management Organization (SMO) comes from its team members, who are dedicated to reducing risks and creating value for Adtalem through contract review, risk review, sourcing events or pricing negotiations. The SMO also reviews policies and updates them as needed to ensure that our supplier practices are ethical. We continue to underscore the importance of supply chain diversity through enhanced transparency in our internal reporting.

During fiscal year 2022, we implemented a third-party risk management software system, which helped us begin assessing risk and tracking compliance for new suppliers in fiscal year 2023. In April 2023, we initiated a backlog project to assess the risk of all current suppliers. As a result of this newly refined process, we were able to assess 61.4% of active suppliers, both new and backlogged, in fiscal year 2023, and are on track to meet our long-term, internal project goals.

Navigating Enterprise Risk: From Identification to Reporting

1. Risk Identification

Identify and prioritize key enterprise risks using our risk-tiering methodology and our enterprise risk prioritization heat map.

2. Risk Evaluation

Evaluate the most material enterprise risks and perform deep-dive analysis of the drivers and root causes.

3. Risk Mitigation

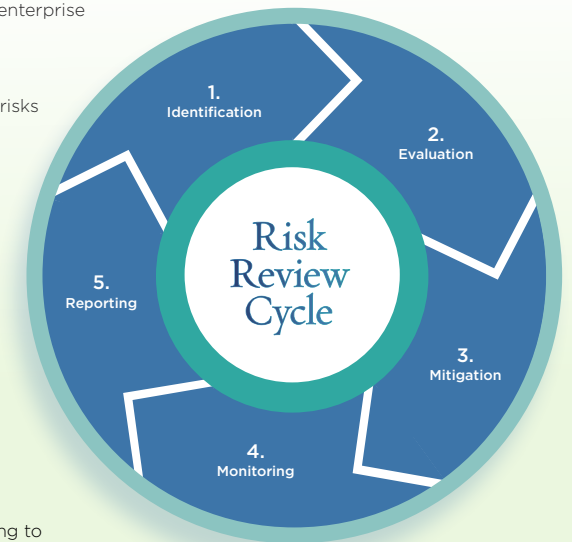
Develop appropriate risk responses to mitigate each key driver of the enterprise risk.

4. Risk Monitoring

Create and monitor risk metrics as part of the risk appetite development process. Regularly monitor, identify and escalate emerging risks before they materialize.

5. Risk Reporting

Provide periodic, tailored ERM reporting to various audiences, including key functional leaders and board-level committees (as applicable).



Enterprise Safety and Security

Maintaining a safe and secure environment across our institutions and facilities is a top priority, and our Enterprise Safety and Security (ESS) team helps us uphold this responsibility to our global stakeholders. Consistent with our purpose-driven mission, we take a broad approach to ensuring the highest levels of safety and security, with a focus on continuous improvement.

Our ESS work includes:

- Business continuity
- Clery Act and Title IX compliance
- Colleague and student awareness and training
- Crisis management
- Emergency response
- Environment, health and safety
- Executive protection
- Governance, risk and compliance
- Investigations
- Site security
- Special event security
- Travel risk management

We offer on-demand training, awareness programs and support and guidance to equip our colleagues with tools for safety and protection. Our Safe App smartphone application further allows us to be at the

fingertips of our students and employees with respect to safety and security. We also launched AppArmor across our institutions in 2023 to enable mass notifications and raise awareness about safety-related concerns.

ESS Highlights

Zero Harm Safety Initiative: All institutions have successfully adopted Zero Harm, and increased awareness has led to a more engaged community on the topic of mitigating hazards before they cause incidents. As a result, we are receiving more timely reports of injuries, which provides us with the opportunity to ensure care can be delivered in a timely manner and hazards promptly addressed.



Security Improvement Plan: As part of our ongoing process of assessing our current programs, services, solutions and risks, we have established a framework that acts as a foundation for developing increased security capabilities.

Our initial findings from 2020 indicated that some of our program elements were unmet, nonexistent or did not meet company guidelines. As a result, we implemented numerous efforts and initiatives related to program management, governance, risk management and compliance.

In 2023, our security assessment outcomes improved significantly to what we characterize as “distinguished” — surpassing our near-term goal of simply meeting the program maturity level.



Disclaimer and Forward-Looking Statements

The information and opinions contained in this report are provided as of the date of this report and are subject to change without notice. Adtalem does not undertake to update or revise any such statements. This report represents current Adtalem policy and intent and is not intended to create legal rights or obligations.

This report includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical or current facts, including statements regarding our plans, initiatives, projections, goals, commitments or expectations, are forward-looking. We use words such as aim, believe, commit, drive, estimate, ensure, expect, goal, intend, may, mission, plan, project, seek, strategy, strive, target and will or similar expressions to identify forward-looking statements. Forward-looking statements reflect management's current expectations and inherently involve risks and uncertainties. Actual results could differ materially due to a variety of factors, including assumptions not being realized, scientific or technological developments, evolving sustainability strategies, changes in carbon markets, evolving government regulations, our expansion into new services or geographic regions, as well as the factors set forth in the "Risk Factors" section of our most recent Annual Report on Form 10-K and subsequent filings. The standards of measurement and performance contained in this report are developing and based on assumptions, and no assurance can be given that any plans, initiatives, projections, goals, commitments or expectations set forth in this report can or will be achieved.

500 W. Monroe Street, Suite 1300 / Chicago, IL 60661 / 312.651.1400 / [adtalem.com](https://www.adtalem.com)

REPORT CONTRIBUTORS: **Blake Simpson**, Senior Vice President, Chief Communications and Corporate Affairs Officer
Lauren Rengel, Director, Global Impact & Sustainability
Jenna Cataldi, Manager, Global Impact and Community Partnerships