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Dear R1 Stakeholders,

In 2020, we shared R1’s inaugural environmental, social, and governance (ESG) report, illustrating our steadfast commitment to excellence as a leading provider of technology-driven solutions that transform the patient experience and financial performance of healthcare providers. In 2021, we continued to deliver on that commitment while building on our mission to make healthcare simpler.

At R1, our 22,000 global employees solve for complex issues through innovation and expertise that benefit our customers, and the patients and communities they serve. Where processes create friction, our teams solve and simplify. From patient access solutions powered by easy-to-use technology to industry-leading processes that optimize the revenue cycle, we innovate to better the patient and provider experience.

We measure our success not only by our business performance and innovation but also through what drives these outcomes – our people. Our global workforce brings a diversity of experience and backgrounds, knowing that success as a company and community is built on making the right decisions, for the right reasons, every day. We succeed by building and enhancing a culture where employees feel valued, included, and have the opportunity to grow professionally and personally.

As captured throughout this year’s ESG report, we’re passionate about making healthcare simpler by working the R1 Way. I am particularly proud of several ESG initiatives this year: we improved the healthcare experience through the launch of R1 Entri™, empowering patients to search, book, register, and pay for care in one experience; we enhanced our protection of vital information with robust internal controls as independently verified through SOC1 and SOC2; and, we expanded our training and learning resources to further support our employees. These represent a few of the many highlights you will see presented throughout this report.

I’m so proud of what we accomplished in 2021 and I’m even more excited about what’s ahead in 2022. Our mission, to make healthcare simpler, is our passion and our expertise. I look forward to sharing with you more of our continued successes and commitments in the coming years.

Sincerely,

Joseph Flanagan
President & CEO
Letter from the Board of Directors

In 2020, R1 launched its ESG journey with our unequivocal support and dedicated oversight. Now, we are pleased to share and reflect on the company’s progress in building and strengthening its ESG program and journey in 2021.

As Directors, we are deeply committed to advancing a best-in-class ESG program befitting of a leading company that serves patients and providers with a solutions-first mindset. From a governance standpoint, ESG is woven into the fabric of our Board commitments with a dedicated Board ESG liaison partnering with the company’s ESG steering workgroup, standing ESG reporting in the committee setting as set forth in R1’s Board charters and meeting cadence, and continuous, direct shareholder engagement. We believe that achieving and sustaining business excellence is intrinsically tied to leading by example through corporate responsibility that reflects our company’s commitment to stakeholder engagement and transparency.

At R1, continuous business success is borne from dedication to excellence, expertise in execution, and collective commitment to a culture grounded in the R1 Way. We are proud to highlight in this report the many examples of the company’s achievements in ESG areas throughout 2021. In championing R1’s ESG commitment, we are delighted to play an active governance role providing oversight and support for the company’s ESG continuous journey.

Agnes Bundy Scanlan
Lead Director

John B. Henneman, III

Jill Smith

David M. Dill

Alex J. Mandl

Anthony J. Speranzo
Chair of the Board

Michael C. Feiner

Neal Moszkowski

Dr. Anthony R. Tersigni

Joseph Flanagan

Ian Sacks

Albert Zimmerli
At R1, our mission – to make healthcare simpler – is our passion. In this year’s ESG report, we are pleased to share that passion, which shines through our commitments to our customers and their patients, our people, and our communities.

R1’s ESG Framework

R1 is the leading provider of technology-driven solutions that transform the patient experience and financial performance of healthcare providers. Our technology and services are designed to improve patients’ access to and experience with the healthcare system, all by supporting hospitals, health systems, and physicians who tend to the well-being of the patients they serve. Our mission is to make healthcare simpler. We achieve this mission through our commitments to our customers and their patients, improved access to healthcare, leading innovation and technology, our people and our communities, integrity and compliance, and the environment.

Our ESG Focus Areas

We focused on a series of relevant ESG topics that are salient to R1’s business and identified key ESG issues that impact our stakeholders, including:

- Access to Healthcare
- Professional Integrity & Culture
- Inclusion & Diversity
- Corporate Governance
- Regulatory Assessment & Compliance
- Cybersecurity & Data Privacy
- Systemic Risk from Technical Disruption
- Environmental Footprint

We strive to accomplish our mission every day by working the R1 Way, unleashing our peoples’ talent to operate with purpose and transform the experience for our customers and their patients.

See appendix for focus area alignment with United Nations’ Sustainable Development Goals (UN SDGs) and Sustainability Accounting Standards Board (SASB) Standards.
The R1 Way
The R1 Way defines the essential, shared, and everyday behaviors that empower every employee to succeed, anchoring our actions as an organization in furtherance of our mission to make healthcare simpler.

Transform the Experience.
We improve the patient experience by being a trusted partner and developing innovative solutions for our internal and external customers

<table>
<thead>
<tr>
<th>Think Forward</th>
<th>Innovate with Courage</th>
<th>Commit to Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify future opportunities by anticipating change and planning accordingly</td>
<td>Be empowered to share new ideas and recommend ways to better serve customers and patients</td>
<td>Be accountable for customer service of the highest quality</td>
</tr>
</tbody>
</table>

Unleash Talent.
We collaborate across the organization and actively support each other to accomplish great things

<table>
<thead>
<tr>
<th>Build Capability</th>
<th>Break Down Silos</th>
<th>Inspire Greatness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own our development by implementing and sharing our learnings</td>
<td>Create connections across teams by valuing differences and including others</td>
<td>Motivate each other to perform at our highest level</td>
</tr>
</tbody>
</table>

Operate with Purpose.
We execute as one company to deliver superior results so our customers can focus on what matters most: patients

<table>
<thead>
<tr>
<th>Do What’s Right</th>
<th>Learn Continuously</th>
<th>Find a Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work the right way by acting with integrity and living our values every day</td>
<td>Help people improve by learning from success and failures</td>
<td>Succeed by proactively identifying solutions to problems that we face in daily work</td>
</tr>
</tbody>
</table>

We strive to accomplish our mission every day by working the R1 Way, unleashing our peoples’ talent to operate with purpose and transform the experience for our customers and their patients.
At R1, sustainable success starts with our people and extends to our customers, their patients, and the communities we serve. Our people, service offerings, and investments in technology enable providers and patients to access services more easily across the healthcare ecosystem. Together, our people advance our commitment to run our business responsibly and live out the R1 Way.

Our Commitment to Improving Access to Healthcare

R1’s position in the healthcare ecosystem makes us uniquely qualified to tackle the issue of healthcare access for both our customers and their patients. By combining our innovative technology with our financial advocacy for patients, we are making healthcare simpler by increasing patient access to healthcare, and we’re actively working to remove barriers to quality healthcare for all.

R1’s Innovation & Technology

R1’s technology-driven solutions allow our providers to focus on what matters most – providing affordable, high-quality care to their patients. We accomplish this commitment by reducing the cost of revenue cycle operations, improving the yield on services provided, accelerating cash collections, and enabling a better patient-provider experience. Our solutions enable providers to allocate more resources to patient care, thus making healthcare more accessible.

In 2021, we formally launched R1 Entri™, a platform designed to transform the patient experience by integrating the numerous revenue cycle touchpoints and disparate support systems found in ambulatory, acute, and post-acute settings. Entri’s intuitive digital self-service capabilities empower patients to search, book, register, and pay for care in one experience, on any device. Supported by VisitPay, Entri makes patients’ financial experience simpler. Entri also
complements healthcare organizations’ existing technology infrastructure, allowing them to manage patient access costs and intelligently match supply and demand.

R1’s core end-to-end technology solutions provide complete digital contract modeling to optimize a provider’s price estimation process and enable providers and patients to efficiently access services across the healthcare system. Through our innovative, technology-driven solutions, we have improved healthcare providers’ productivity by achieving up to a 40% increase in patient satisfaction, a 50% reduction in denial write-offs, a 20% reduction in gross accounts receivable days, a 20% reduction in collection costs, and a 5% increase in net revenues.

We’ve invested more than $500 million over the past five years to expand our workflow technologies and analytics, and digital transformation office. R1’s automation effort is on track to automate more than 100 million tasks by the end of 2022, up from more than 30 million tasks at the end of 2020. R1 products have received the Peer Review and MAP Keys designation from the Healthcare Financial Management Association (HFMA), recognizing our industry-leading technologies in patient access and experience, yield and denial mitigation, analytics, and automation.

Our dedication to developing comprehensive digital patient experience solutions has earned us Net Promoter Scores greater than 70, well ahead of most healthcare providers, demonstrating patient satisfaction with our solution.

R1’s Financial Advocacy

Our commitment to run our business responsibly means that we are dedicated to finding healthcare solutions for millions of uninsured patients through our advocacy programs. Our financial advocates offer one-on-one support to help patients secure funding for healthcare or other critical necessities, allowing patients to focus on their care, resulting in a better overall healthcare experience. Since our founding, R1’s Financial Advocacy programs have helped more than 500,000 patients convert from uninsured to fully covered, preventing over $1 billion in medical debt.

The Compassionate Patient Interaction Principles of the HFMA are the bedrock of our patient interactions, with an emphasis on advocacy, education, and one-on-one conversations to deliver a personal connection. Our advocacy efforts lay the foundation for patients to continue receiving benefits in the future, fostering peace of mind and a better quality of life.

R1’s best practices for financial advocacy help ensure patients obtain the maximum amount of funding for which they qualify, as quickly as possible and with minimal effort. It begins with our team of financial counselors who work alongside clinicians to identify patients who are self-pay or uninsured. Our care coverage team then works to obtain the best financial options available to patients. Led by HFMA’s Compassionate Patient Interaction Principles, which focus on an attitude of empathy and helpfulness,
we educate and guide patients on the complexities and expectations of care coverage. We also maintain relationships with local, state, and federal agencies, as well as charities and other organizations, to ensure that deadlines are met and applications are approved.

Our advocacy efforts extend beyond healthcare. For patients who require additional assistance, our care coverage team identifies other sources of funding, such as the Supplemental Nutrition Assistance Program (SNAP), the Social Security disability program, and the Supplemental Security Income (SSI) program. Our team then facilitates application processing. By helping patients obtain this type of funding, their overall wellness is promoted by ensuring their basic needs, such as housing and food, are met alongside their healthcare.

**Our Commitment to Our People**

At R1, we are united in our mission to make healthcare simpler. In doing so, we have built a global workforce focused on integrity, inclusion, and collaboration, fostering a culture where employees work together as a team to serve our customers and their patients, all while supporting each other and the communities where we live and work. We support and grow our workforce through our integrity, inclusion, and employee engagement programming, which provides the resources our workforce needs to succeed and thrive in achieving our mission.

We make this commitment to our entire workforce, comprised of 22,000 employees working across the U.S. and India. In 2021, we hired 3,000 new employees, in addition to 1,900 employees that transitioned to R1 from customers. As R1 continues to acquire companies, we also transition their workforces to R1. Regardless of how our employees arrive at R1, our commitment to our people extends to all and reflects the nature of our business and growth strategy.

**Employee Engagement**

To foster a thriving team of employees, we analyze employee engagement and satisfaction through engagement surveys. We conduct an annual survey and smaller pulse surveys to assess engagement based on key questions related to:

- If employees would recommend R1 as a great place to work
- If employees find their jobs to be fulfilling and challenging
- If employees would choose to remain with R1, even if a job with similar pay and benefits were available elsewhere
In addition to core questions that drive our overall engagement score, we also solicit feedback from employees about their people leader’s effectiveness and ability to foster Inclusion & Diversity (I&D) and career and development opportunities, as well as benefits, well-being, and comfort in reporting behavior that does not align to our Code of Integrity. Based on feedback from our 2020 surveys, we focused our 2021 strategy on employee recognition, career development, people leader effectiveness, well-being, and Inclusion & Diversity. With 80% of global employee participating in our 2021 survey, our results show we maintained employee engagement levels and increased employee favorability on key questions that aligned to our strategy:

- **85%** feel comfortable with R1’s culture
- **84%** are confident R1 has a successful future
- **84%** feel empowered to do their best work

We were encouraged by the results of our efforts to engage and motivate our employees. Based on employee feedback from our 2021 survey, we have plans in place to ensure we continue to improve in areas like recognition and career development.

**Inclusion & Diversity**

R1 is committed to being a company where everyone is included and valued for their unique strengths, afforded an opportunity to grow and develop, and empowered to bring their full selves to work. To deliver on our commitment to develop a more diverse and inclusive workplace, we have a strategy that we evolve each year to ensure we continue to make progress in the following areas:

**Leadership Accountability & Pipeline**
- Leadership I&D goal setting and action planning
- Transparent job posting process and diverse slates for open senior roles
- Executive succession diversity review and planning

**Inclusive Culture**
- I&D events, including R1 I&D Days and keynote speakers
- R1 I&D Calendar and communications to build awareness of cultural holidays and events
- Social media presence, external sponsorships, and benchmarking

**Employee I&D Engagement**
- I&D Focus Groups hosted in partnership with business leaders
- Bi-monthly Unconscious Bias Campaign with leader discussion guides and toolkits
- Quarterly I&D Scorecard published for all employees
R1’s Inclusion & Diversity strategy is focused on giving our employees’ opportunities to grow, develop, and bring their whole selves to work each day.

In 2021, we were encouraged by the level of employee favorability in response to questions related to I&D within our annual engagement survey:

- **85%** believe their people leader values inclusion and supports a diverse workforce.
- **83%** feel employees are treated equally with fairness and respect, regardless of background or position.
- **85%** agree that R1 demonstrates a commitment to developing and retaining a diverse workforce.

While employee favorability indicates positive progress on our inclusive culture, we are committed to deepening our strategy to ensure we continue to meaningfully improve the diverse representation of our workforce, specifically within our leadership roles. Our I&D vision encompasses having a diverse workforce to mirror the communities we serve, and for the diversity of our team to be a competitive advantage that enables us to attract the best talent. In 2021, we implemented or expanded numerous initiatives to build a stronger foundation in these areas:

- After beginning with VP and above levels in 2020, we expanded our recruiting process to support and track diverse candidate slates for all hires and promotions to Director-level positions and above.

- In 2020, we launched our I&D scorecard with our executive leadership team. To expand on our scorecard in 2021, we began holding Quarterly Business Reviews (QBRs) for each executive leader to review progress against the company’s I&D agenda and key metrics aligned to our overall I&D scorecard. These diversity and talent metrics include promotions, hires, turnover, engagement scores, and succession planning. We also began publishing our quarterly I&D scorecard internally to create more transparency and awareness of our strategy and progress for all employees.

- Globally, we hosted I&D programming and communications during our Unleash Talent Week, including sessions on unconscious bias, a virtual keynote, and an I&D focused book club.

- We expanded our I&D keynote sessions through our ongoing partnership with the University of Southern California's Race & Equity Center and new partnership with BridgeWorks. These virtual keynotes focused on building employees’ knowledge on topics such as addressing homophobia and heterosexism and multi-generational differences in the workplace.
- We launched R1’s I&D Yammer Community to encourage employees to engage further with our I&D strategy and programs.

- In our first year of participation, we received a 100% rating on the Human Rights Campaign’s Corporate Equality Index.

- In India, we launched an e-learning course on inclusive meetings to help our employees consider inclusive behaviors when working in a virtual environment to support full remote work driven by the pandemic for parts of the workforce that were new to this way of working.

**An Overview of R1’s Global Workforce in 2021**

An important part of R1’s I&D strategy is how it impacts our representation at our leadership levels. Given our pipeline and the diversity present within our industry, we have set long-term targets for diverse representation in senior leadership roles (defined as Director-level and above):

- 50% Women (Global)
- 30% Racially/Ethnically Diverse (U.S.)

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<tr>
<th>Women (Global)</th>
<th>Ethnically Diverse* (U.S.)</th>
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<tbody>
<tr>
<td>Board</td>
<td>17%</td>
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<tr>
<td>Executive Committee (EVP)</td>
<td>13%</td>
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<tr>
<td>Director to SVP</td>
<td>50%</td>
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<td></td>
<td>49%</td>
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<tr>
<td>Board</td>
<td>25%</td>
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<tr>
<td>Executive Committee (EVP)</td>
<td>15%</td>
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<tr>
<td>Director to SVP</td>
<td>18%</td>
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*27 leaders did not disclose their ethnicity.
Self-Disclosed U.S. Demographic Data

Gender

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<td>Manager</td>
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Ethnicity

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<tbody>
<tr>
<td>Associate</td>
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<tr>
<td>Manager</td>
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Self-Disclosed U.S. Demographic Data Detail

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<thead>
<tr>
<th>Level/Title</th>
<th>Hispanic or Latino</th>
<th>Black or African American</th>
<th>Asian/Pacific Islander</th>
<th>Native American</th>
<th>White</th>
<th>Two or More Races</th>
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<tbody>
<tr>
<td>Executive Vice President</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>14</td>
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<tr>
<td>Senior Vice President</td>
<td>1</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>4</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Vice President</td>
<td>1</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>1</td>
<td>88</td>
</tr>
<tr>
<td>Director/ Sr. Director</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>13</td>
<td>13</td>
<td>7</td>
<td>1</td>
<td>272</td>
</tr>
<tr>
<td>Manager/ Sr. Manager</td>
<td>8</td>
<td>39</td>
<td>6</td>
<td>46</td>
<td>38</td>
<td>38</td>
<td>11</td>
<td>812</td>
</tr>
<tr>
<td>Professional</td>
<td>38</td>
<td>94</td>
<td>30</td>
<td>180</td>
<td>29</td>
<td>55</td>
<td>6</td>
<td>1,800</td>
</tr>
<tr>
<td>Associate</td>
<td>77</td>
<td>821</td>
<td>81</td>
<td>1,317</td>
<td>24</td>
<td>190</td>
<td>12</td>
<td>8,387</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>960</td>
<td>123</td>
<td>1,560</td>
<td>113</td>
<td>290</td>
<td>26</td>
<td>11,411</td>
</tr>
</tbody>
</table>

*This chart does not include contractors.*
Employee Experience

We unleash our talent by supporting ongoing and rewarding career development opportunities and maintaining an environment where everyone has the opportunity to operate at their best. In 2021, we continued to provide robust learning resources for employees at every level, all aligned to the R1 Way.

To help employees better understand the R1 Way and keep them connected to our culture and values, we established a series of virtual and in-person events to support our focus on innovation, customer service, careers and development, inclusion and diversity, community involvement, and integrity.

Leadership & Development

We provide differentiated learning and development resources aligned to the R1 Way for all employees at each career stage. Our programs range from experiences for high potential talent, delivered in partnership with top universities, to proprietary certifications designed to build employee capability and support career progression.
R1 has a robust offering of learning and development experiences for employees at every career stage.

**Executive Program:**

“Just wanted to let you know that I really, really love this program... The topics are very relevant, the Northwestern professors are very engaging, and I love the tie in with our EVP’s giving their perspective.”

- Marcy Naylor, Vice President, Physician Revenue Cycle Operations

**Manager Program:**

“This by far has been one of the best trainings I’ve attended. The topics and hands-on application are priceless. Being in a dedicated space for leaders to share knowledge and grow - well, it’s the reason why I love our company!”

- Eyvette N. Hansberry, Operations Supervisor Credits, Shared Services

“Being surrounded by other leaders ... to hear their experiences, struggles, strengths and weaknesses has helped me ... Learning from the other leaders on how to approach difficult situations has also been a great benefit from this program.”

- Mary Cloud, Senior Manager Benefits

---

12 leadership programs across all levels of the organization to help employees work the R1 Way

More than 75 programs to prepare our employees to deliver operational effectiveness through their daily work

Over 1,000 online learning resources to help our employees develop their careers and achieve their professional goals
In 2021, we introduced a number of new learning and development resources:

- Began rolling out a proprietary role-based R1 Certification Program for our hourly staff to support market-leading capabilities and further support career and pay progression.

- Continued to support our people leaders by adding new content to our People Leader Toolkits to enable them to build effective working relationships, set goals and a vision for each employee, and help employees own their career development.

- Launched Unleash Talent Week, featuring engaging sessions, keynote addresses, and resources to support professional and personal development, as well as build optimism and resilience for our colleagues in India as they navigated through COVID. Specific resources and engagement activities were designed to assist employees in owning their career growth, maintaining emotional well-being, breaking down silos, and building strong, inclusive teams:
  o Over 6,500 attendees across 62 sessions
  o Session attendance averaged over 110 employees per session
  o Over 2,000 unique participants in Unleash Talent week
  o Over 11,000 views of the Unleash Talent Week Forum resources
  o On average, employees were Satisfied or Very Satisfied with all sessions

- Rolled out the R1 Exchange program with a global cohort of high-potential managers from U.S. and India offices, providing them with cross-cultural exposure and deepening collaboration. The cohort came together to solve business challenges with cross-functional teams through an experiential journey.

- We launched R1 Aspire, an immersive eLearning catalog offered in collaboration with Skillsoft, a global leader in eLearning.

We provide differentiated learning and development resources aligned to the R1 Way for all employees at each career stage.
R1 Leadership Experiences are nomination-based programs designed to help those who aspire to broader leadership and to develop the skills they need. In 2021, we continued to expand our Leadership Experience Programs:

- Welcomed our second cohort of Launch employees in August. These recent college graduates rotate through different areas of R1 for 18 months supported by program components designed to enhance their professional skills and internal network.
- Continued to offer our R1 managers program virtually through interactive, small group coaching sessions. Manager-level employees engaged in the 5-month program where they learned more on communication, conflict management, inspiring teams, and managing their personal brand.
- In India, a certification program on strategic leadership development was launched for high-potential Director-level employees in partnership with Indian Institute of Management - Bangalore.
- Graduated our first cohort from our R1 Executive Leadership Experience: Executives program delivered in partnership with the Northwestern University Kellogg School of Management.
- Launched our first cohort of 10 R1 employees in the RUSH Health Systems Management Executive Track Master’s program.

**Employee Recognition**

The R1 Stars program, launched in 2020, provides leaders and employees the opportunity to recognize one another for their hard work and contributions. In 2021, there were over 43,000 recognition awards given to employees globally and an equal number of virtual congratulations offered by employees in response to those recognition awards.

**Gratitude by the Numbers**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition Awards</td>
<td>43,038</td>
</tr>
<tr>
<td>Congratulations</td>
<td>42,995</td>
</tr>
<tr>
<td>Years of Service Awards</td>
<td>1,483</td>
</tr>
</tbody>
</table>
Compensation

R1 is committed to fair and competitive compensation and benefits that provide fulfilling career opportunities which help to attract, retain, and reward high-performing talent. R1 endeavors to target median wage and salary compensation and then differentiates based on performance. The R1 Human Capital Committee directs the compensation design elements for R1 executive leadership, and these compensation designs are structured to align senior management’s compensation opportunities with the interests of our shareholders and R1’s overall performance.

Further, during 2021, we evaluated minimum wage floors on a geographically differentiated basis. As a result of this geographic analysis, base pay hourly wage floors were increased in select strategic markets, with the intent to continue similar evaluations and actions more broadly in 2022 and beyond.

Benefits

R1’s global compensation and benefit offerings are designed to deliver the message that R1 cares. R1 evaluates, benchmarks, and offers country-relevant benefits for employees. These benefits are designed to maximize the value our employees receive, flexibility in benefit choices, and resources to meet diverse individual needs. The benefit offerings primarily include:

- Health (medical, dental, vision) – for employees and eligible dependents
- Retirement plans
- Paid time off
- Paid maternal / paternal (as well as adoption for U.S.) leave for new parents (increased US offerings in 2021)
- Day care assistance for mothers (India), back-up child and adult care (U.S.)
- Employee Assistance Programs (EAP)
- Life insurance
- Accidental / AD&D insurance (India & U.S.)
- Tuition assistance (U.S. only)
- R1 CARES India vaccination program

In 2021, as part of the company’s continued response to the COVID pandemic, and the focus on supporting employee well-being, R1 offered virtual sessions on employee emotional wellness through our partnership with RUSH University and extended virtual childcare support for R1 parents in India. In the U.S., R1 covered all telehealth visits at 100%, in front of any employee deductible, while we provided unlimited access to physician consultations to our employees in India.

Further, as part of the U.S. healthcare plan offering in 2021, R1 offered expanded support for certain chronic conditions, via digital programs, at no cost to eligible employees.
**Our Commitment to Our Communities**

At R1, we’re committed to making a meaningful impact in our communities by focusing on community service and volunteerism. Our Helping Hands program is a key part of R1’s commitment to continue serving as a good corporate citizen everywhere we operate, serve, and live.

We empower our employees to look beyond themselves and reach out to identify and address issues in their communities. As a part of that commitment, we provide full-time U.S. employees with 16 hours and part-time U.S. employees with 8 hours of paid time off to participate in volunteer activities. In 2021, our employees volunteered 15,500+ hours in their communities, supporting more than 670 organizations.

---

**1 Hour Matters Campaign**

Following our success with the Ascension Living letter writing campaign in 2020, Helping Hands expanded remote volunteering options by introducing the 1 Hour Matters Campaign. Employees have access to a broad list of organizations seeking letters/cards supporting a wide variety of people in need. Scheduling just an hour of volunteer time each month can be an easy, yet very impactful way to make a difference locally and globally.

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**R1 Service Month**

In August of 2021, we hosted our inaugural Service Month which offered our employees a variety of virtual and in-person volunteering opportunities. R1 employees were encouraged to utilize their volunteer time off to better our communities and make a global impact. Through a partnership with Goodera, we curated more than 30 virtual volunteering sessions for our employees to make a global impact from the comfort and safety of their own home. These volunteer activities included creating flashcards to spread awareness for indigenous communities, recording audio books for children with autism, designing thank you cards for frontline workers, promoting diversity through a storytelling session with the drag community, making bird feeders to save wildlife, and recording messages of hope in American Sign Language.
Our Helping Hands Leaders also organized in-person opportunities throughout many of our regions to support the local communities in which our employees live and work, including the Greater Chicago Food Depository, Utah Food Bank, Glendale-Mountain View Community Learning Center and The Road Home in Salt Lake City, Community Food Bank of Central Alabama, Boys & Girls Clubs of Central Alabama, Gleaners Community Food Bank, Kalamazoo Loaves & Fishes, Oakland Avenue Urban Farm and Forgotten Harvest in Michigan, Second Harvest Food Bank of Middle Tennessee, One Generation Away, and Regional Food Bank of Oklahoma.
R1 India Corporate Social Responsibility Initiative

In addition to our global Helping Hands program, R1 India drives a robust local Corporate Social Responsibility initiative:

- We are supporting the education of 400 students in Gurgaon and Noida through long-term partnerships with the Smile Foundation, Mission Education, and STeP program
- As part of the STeP program, we carried out skill development for more than 200 adults to earn a respectable living
- We were recognized as the top participant in a national charity project, Daan Utsav, a virtual talent show
- We supported underprivileged patients via Give 4 Life by the Narayana Hrudayalaya Charitable Trust (NHCT), the public charitable trust of Narayana Hrudayalaya

Donations

In 2021, we donated to numerous charities and organizations, such as Ronald McDonald House Charities, A.G. Gaston Boys & Girls Club, and Stop Asian American Pacific Islander (AAPI) Hate. This year we also partnered with America’s Charities to establish the R1 Associate Assistance Fund to assist employees coping with unexpected financial hardships resulting from the impact of federally qualified, natural and other disasters, and personal hardships. To date, R1 has provided more than $100,000 in grants to qualifying employees in need.

Helping Hands Heroes

Through our Helping Hands Heroes program, we recognize our outstanding employees who exemplify unyielding dedication to the betterment of the charitable organization they serve and who embody a true volunteer spirit. Recognized R1 volunteers who went above and beyond in their service to the community are each awarded $1,000 to be provided to the charity or organization of their choice and each receives 8 extra volunteer hours to utilize within a year. Our Helping Hands Heroes donations have supported the following in 2021: Purple Power Animal Welfare Society, The Road Home, Boy Scouts of America Tooele Scout Unit 314, Alzheimer’s Association, Soldier’s Angels, Humanity Sews, Utah Pride Center – Youth & Family Programs, PAWS Chicago, and Hayden’s House of Healing.

1,792
R1 Volunteers

15,500+
Volunteer Hours Donated

670+
Organizations Supported
At R1, our commitments begin with strong governance, leadership, and culture, all of which foster our people, our innovation, and our ability to serve our customers and their patients with compassion and integrity.

Our Board of Directors

R1’s Board of Directors and management team are committed to maintaining a comprehensive focus on ESG. Each of R1’s four Board committees, detailed below, provides oversight and input into R1’s ESG efforts.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Professional Integrity &amp; Culture</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Inclusion &amp; Diversity</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Corporate Governance</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Regulatory Assessment &amp; Compliance</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cybersecurity &amp; Data Privacy</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Systemic Risk &amp; Technical Disruption</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Environmental Footprint</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

* Financial systems, regulation, and compliance focus

Board Committees

Four standing committees serve the Board: Audit, Human Capital, Nominating & Corporate Governance, and Compliance & Risk Management. Oversight of specific ESG elements lies within each Board Committee charter, with overall oversight assigned to the Compliance & Risk Management Committee. Each committee’s charter is available on R1’s Corporate Governance website, along with our R1 Code of Integrity: Living Our Values and Corporate Governance Guidelines.
As R1 operates in a highly regulated industry, the Audit Committee assists the Board’s oversight of the integrity of the company’s financial statements, the company’s compliance with legal and regulatory requirements, the qualifications and independence of the company’s registered public accounting firm, and the performance of the company’s internal audit function and independent auditors. R1’s Compliance & Risk Management Committee oversees the company’s compliance with legal and regulatory requirements and ethical standards, the operations of the company’s Integrity & Compliance program and the company’s Risk Management program, and the company’s interactions and relationships with regulatory and enforcement agencies in the U.S. and other countries. Further, the Compliance & Risk Management Committee oversees R1’s non-financial compliance, enterprise-wide risk management, and privacy and cybersecurity efforts in alignment and coordination with the Audit Committee. This year, the Audit and Compliance & Risk Management Board Committees received at least quarterly updates on R1’s progress in a number of salient ESG areas, including cybersecurity, data protection and privacy, healthcare regulatory, operational and systems audits and controls, and financial audits and controls.

**Our Board Composition**

Our Board is currently comprised of 12 members, with seven of the directors nominated pursuant to investor rights and securities purchase agreements. Seven of our directors are deemed to be independent under NASDAQ listing standards, and none of the independent directors has a direct or indirect material relationship with R1.

<table>
<thead>
<tr>
<th>Board Diversity Matrix (as of February 28, 2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Directors</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Part I: Gender Identity</td>
</tr>
<tr>
<td>Directors</td>
</tr>
<tr>
<td>Part II: Demographic Background</td>
</tr>
<tr>
<td>African American or Black</td>
</tr>
<tr>
<td>Alaskan Native or Native American</td>
</tr>
<tr>
<td>Asian</td>
</tr>
<tr>
<td>Hispanic or Latinx</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
</tr>
<tr>
<td>White</td>
</tr>
<tr>
<td>Two or More Races or Ethnicities</td>
</tr>
<tr>
<td>LGBTQ+</td>
</tr>
<tr>
<td>Did Not Disclose Demographic Background</td>
</tr>
</tbody>
</table>

Directors who are Military Veterans: 3  
Directors with Disabilities: -
Our Commitment to Integrity and Compliance

Conducting Business Responsibly
At R1, we have a strong focus on and commitment to compliance and integrity. It is critical for us to maintain awareness of current laws and regulations, review policies, and monitor risks. With senior executive leadership, strong subject matter expertise, and a partnership-based approach, we build and sustain a global best-in-class culture that operates with integrity and demonstrates compliance as a competitive advantage.

We rely on our Regulatory Assessment & Response Execution team to navigate the complexities of healthcare regulations and policies, which in turn provides guidance to our operations, support to our customers, and strength to our commercial partnerships. By focusing on our compliance commitments, we’ve enhanced our operations business rules and developed a variety of education communication tools. We also actively engage with the regulatory process by submitting formal comments to proposed legislation and providing thought leadership content.

Our Enterprise Risk Management program builds resiliency in our operations. We employ significant measures to protect vital sensitive customer and patient information. Additionally, with forward-thinking modeling and oversight of corporate insurance coverages, we take a hands-on approach to identifying R1’s risk profile by asking questions about our work-related injury and illness reporting, automobile accident reporting, safety and ergonomics, business continuity, and other identified risks relating to the workplace.

We extend our risk management programs to our vendors through our Third-Party Code of Conduct and communication of business continuity plans. Our Board oversees R1’s enterprise-wide risks and works closely with the relevant management teams to instill a culture where every employee takes responsibility for risk management and understands their role in driving R1’s success. To this end, R1 has established robust compliance and risk management policies that cover the following areas:

- Anti-Corruption & Anti-Bribery
- Conflicts of Interest
- Data & Information Privacy
- Gifts & Entertainment
- Human Rights
- Insider Trading
- Intellectual Property
- Prevention of Workplace Harassment, Discrimination and Bullying
- Social Media
- Whistleblower & Anti-Retaliation
- Workplace Health & Safety

We are committed to maintaining a working environment where every person matters and has their dignity and rights respected. In alignment with the United Nations’ Guiding Principles for Business and Human Rights and the Universal Declaration of Human Rights, we commit to respecting the human rights of all our employees and of all people with whom R1 conducts business. Through our Human Rights Policy, we prohibit any use of forced labor or human trafficking, and hold our customers, vendors, and third parties to the same standard.
Integrity & Ethics
Organizational commitment to integrity and ethics is essential to an effective and compliant company. This requires dedication from not only management, but from every member of R1's workforce, whether employee or third-party contractor, each and every day. At R1, we believe that how we deliver excellence is as important as what we do to deliver excellence, and integrity is at the core of how we deliver excellence. We are committed to operating with integrity in all our interactions – with customers, patients, and one another – and we have built a visible, proactive R1 Integrity Program that is guided by our global Code of Integrity and companion Pledge of Integrity.

The R1 Integrity Program
In building an environment that fosters this dedication to acting with integrity, we have developed our Integrity Program to guide the development of new ethical initiatives and programs. These programs deliver thought-provoking and invigorating content for employees that promotes ethical decision-making, in keeping with the R1 Way and our Code of Integrity: Living Our Values. An integral component of this Program is R1's annual Integrity Week, which provides employees with daily lessons and activities to keep R1's compliance principles top of mind and reaffirms our employees' commitment to operating with purpose and acting with integrity.

In addition to Integrity Week, the Compliance & Risk Department also implemented Real Talk Sessions, small focus group sessions that provide operational staff in India with a forum to receive feedback and insights from the Compliance & Risk Department. Developed in collaboration with R1's compliance investigation team, the sessions draw from real-life scenarios identified during investigations, providing practical, day-to-day lessons to promote ethical conduct and decision making. Over 3,400 employees in India participated across 37 sessions conducted in 2021. These initiatives, along with our Ethics & Integrity focus groups, conflict of interest surveying, and ongoing trainings, provide the groundwork from which we foster our culture of integrity.
Compliance Education & Training

Effective education is the first line of defense for a successful compliance program. Maintaining a workforce that is well trained and informed is the best strategy for identifying issues early, or even preventing them in the first place. Not only does proper education enable a workforce to follow outlined procedures, but robust compliance education also paves the way for a culture of compliance by empowering individuals to act with integrity. R1 Compliance Education is built to incorporate scenarios and real-life experiences in order to challenge an individual to think about decisions they make in the workplace. Our goal is to have a workforce that makes the right decisions, for the right reasons, every day.

We are committed to providing key compliance and regulatory education and training content in a variety of forms, including training experiences through webinars, live and virtual classrooms, and self-paced online course work, all spanning across the employee experience, from new hire onboarding to informal training and communications.

Onboarding Education is delivered to all new R1 workforce members including contractors and vendors with R1 credentials. Annual courses tackle key regulatory and policy topics such as data protection and are mandatory for the entire R1 workforce.

We also provide risk-specific, role-based training tailored to the organization’s risk profile. One of these key areas of focus is on anti-bribery and corruption. We currently work with an external training vendor to provide in-person/live webinar training to designated India employees to ensure awareness and compliance with the Foreign Corrupt Practices Act (FCPA) and other applicable laws and regulations. This training is administered annually and is required for designated employees with a high potential for third-party interaction.

Training Completion Rates

<table>
<thead>
<tr>
<th>Compliance &amp; Integrity Review</th>
<th>Preventing Workplace Harassment, Abusive Conduct, and Discrimination</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>97.8%</strong> Complete</td>
<td><strong>99.5%</strong> Complete</td>
</tr>
</tbody>
</table>
Speaking Up

We strive to foster a Speak Up Culture where concerns can be raised openly without fear of retaliation. Our Whistleblower and Anti-Retaliation Policy strictly prohibits retaliation for raising concerns in good faith to leadership, Human Resources, or the Compliance & Risk Department. The Compliance & Risk Department is focused on ensuring awareness of this policy by reminding reporters of this zero-tolerance policy through the course of investigations, as well as through R1’s Code of Integrity, Annual Compliance Training, and recurring communications. This Speak Up Culture has seen success, with 92% of the R1 workforce stating that they know how to raise concerns through the R1 hotline. Additionally, 85% of the R1 workforce states that they feel comfortable in raising concerns or ethical issues at R1, which is 14% above global benchmarks.

EthicsPoint Year in Review

At R1, we make sure that anyone can raise concerns. EthicsPoint provides an easy and secure way to speak up, ask questions, and report concerns anonymously or in name. Those who have spoken up over the last year have helped to improve our culture, identify risks, and create solutions to make life at R1 better for everyone.

<table>
<thead>
<tr>
<th>Total number of reports</th>
<th>Reports per 100 Workforce Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>351</strong></td>
<td>2018: 2.7</td>
</tr>
</tbody>
</table>

Reporters:
- Named: 77%
- Anonymous: 23%

Intake Method:
- Hotline Web: 43%
- Email: 42%
- Hotline Phone: 13%
- Miscellaneous: 2%

Reports by Type:
- Compliance: 47%
- Human Resources: 53%

Cases are received and acknowledged within 24 hours of receipt and are triaged to an appropriate investigator for review and investigation.

92% of employees know how to report compliance concerns.

Investigators work to fully review and resolve all reports, issuing findings and providing guidance and recommendations for potential coaching, training, and discipline as needed.

Speak Up Culture = Active Hotline = Identification and Mitigation of Ethical Risk
Cybersecurity, Data Privacy, & Systemic Risk
Protecting Vital Information

R1’s customers, and the patients they serve, entrust us to protect their most sensitive information – their health, financial, payment, and other personal data. As such, we are committed to continuously monitoring, enhancing, and strengthening our security and privacy protocols.

To safeguard information, we employ a proactive, solutions-oriented framework to identify, mitigate, and prevent potential risks and threats with vigilance as our guide. Our commitments include:

- Employing a National Institute of Standards Technology- (NIST) based cybersecurity strategy and framework with real-time monitoring, active testing protocols, and continual workforce training.

- Implementing a cybersecurity program to ensure that R1 systems are resilient, cyber risks are managed, compliance obligations are met, and sensitive data are protected against countless cyberattacks/threats encountered each year. On a monthly basis, R1 thwarts the following attacks: 100,000,000+ Network Firewall attacks, 1,000,000+ email attacks, and multiple DDoS attacks.

- Establishing and maintaining a layered defense and in-depth strategy across multiple areas, including but not limited to:
  - Internet and Perimeter Security
  - Endpoint and Email Security
  - Threat Intelligence, Monitoring, and Management
  - Data Protection
  - Access Management
  - Application Security

- Encrypting customer databases and sensitive data, with users granted the minimum necessary permissions for access.

- Conducting routine and continual audits and risk assessments of our systems and processes, leveraging internal compliance, external partners, and third-party assessors to review and test for vulnerabilities in our technical and administrative controls.

- Monitoring disruptions in our technical operations to ensure the continuous delivery of our services. Events that degrade or sever the use of R1’s platforms are subject to rapid response and incident management processes.
Developing and maintaining robust internal controls aligned to nationally recognized standards (AICPA), independently verified via SOC 1/SOC 2.

Managing vendor and supply chain requirements and attendant risks through routine monitoring, review, and partnership across our information technology, procurement, and enterprise audit efforts.

Implementing quarterly phishing awareness campaign and testing for all our employees, with increasingly favorable results quarter over quarter.

Establishing a comprehensive foundation and strategy to support secure migrations as our organization moves increasing processing workloads to the cloud.

Providing data privacy expertise to business, operational, and corporate infrastructure teams on the use and disclosure of PHI in connection with existing and new service offerings, client and vendor engagements, and HR-related issues.

Engaging in a rigorous investigation, harm mitigation, and customer notification process when we detect that sensitive information and/or protected health information (PHI) may have been impermissibly acquired, accessed, used, or disclosed. Our customers have the discretion to determine if any incident should be characterized as a breach of unsecured PHI.

Providing proactive training through annual and focused educational programming that promotes compliance with applicable laws, regulations, and guidelines. Our training schedule requires each new hire to conduct the R1 Data & Information Privacy module and to annually recertify their completion of the training.

Ensuring quarterly communication between Information Security team members and the Board of Directors, and their respective committees, regarding compliance, risk management, auditing, and internal controls.

**R1’s Supply Chain and Third-Party Management**

We expect and require all of our third parties to conduct themselves in a safe, ethical, and professional manner in keeping with R1’s values and standards. In parallel with our [Code of Integrity](#), we have created, posted publicly, and are incorporating into vendor contracting our [Third-Party Code of Conduct](#) to our contractors, subcontractors, and other vendors and suppliers who perform work for R1.

R1’s [Third-Party Code of Conduct](#) outlines standards of conduct on a number of relevant topics, requiring third parties to conduct business with integrity, free of bribery, corruption, or improper influence, and to be transparent in its business dealings with and on behalf of R1. The [Third-Party Code of Conduct](#) also holds R1’s third parties to the same applicable data and privacy standards, given the importance that is placed on the privacy of R1’s customer data and that of the patients we serve.
We are committed to protecting and sustaining our environment. From innovative technology that reduces waste to supporting carbon-reducing initiatives that can make a difference for future generations, we are taking responsibility for sustaining our global and local communities.

Partners for the Environment

Environmental Footprint

For our core services and operations, we use industry-leading, U.S. third-party data centers, including AWS and IBM Cloud. Both have committed to renewable energy targets, with AWS dedicated to using 100% renewable energy by 2030, and potentially as early as 2025, and IBM has pledged a similar commitment to use 55% renewable energy by 2025. By leveraging platforms like AWS and IBM Cloud, we are reducing our carbon footprint related to consumed electricity by upwards of 88%, according to AWS’s research.

It is also important to us that our daily operations activities reduce environmental impacts. To this end, we ensure that we comply with all environmental laws and regulations and look for ways to address sustainability in our offices. We promote energy-efficient practices by:

- turning off lights through sensor and timing automation
- applying the power efficiency settings on our devices
- reducing waste by recycling
As part of our Workplace of Our Future initiative, we are strategically reimagining where and how work best gets done. In doing so, we are committed to leading the way in ensuring we are responsible, proactive stewards of energy consumption in the office setting. In addition, we initiated our R1 Paperless initiative with a commitment to expanding our digital recordkeeping in the coming years. R1 is committed to leadership in energy and environmental design, commonly recognized as LEED, a green building rating program.

**Global E-Waste Recycling Program**

In order to limit the amount of waste that we produce through our use of electronic equipment, we have implemented a robust global e-waste refurbishment and recycling process. In the U.S., we work with an external vendor that is certified as an e-Steward for Responsible Recycling and Reuse of Electronic Equipment, gathering all outdated devices and equipment several times a year, which our vendor then either refurbishes or recycles. This year, we were able to recycle approximately 95% of the e-waste generated by our India operations, as well as 90% of the UPS batteries used throughout the year in India.

**Working with Our Real Estate Partners**

**U.S.**

In the U.S., a majority of our leased facilities currently implement environmental and green programs. These programs include actively recycling materials such as paper, cardboard, plastics, light bulbs, batteries, and computer equipment, in addition to incorporating compostable and biodegradable products in the workplace where appropriate. We are especially proud that environmentally friendly cleaning supplies and motion-detection lighting are utilized in many of our leased facilities.

**India**

Our leased facilities in India exemplify sustainability through the various green certifications acquired over the years. Out of the four leased R1 India facilities, two are Indian Green Business Council (IGBC) Platinum certified, one was IGBC pre-certified platinum in 2019, and another was LEED-certified Gold for Core and Shell in 2012. Three facilities have received the 5S award, signifying efficiency in eliminating waste and subsequently streamlining operational improvement. The British Safety Council has recognized two facilities with five-star ratings after completing their Occupational Health and Safety Audit.
Reduction in Carbon Footprint

Energy Efficiency

Prior to 2017, all of our offices in India used CFL lights. Over the past four years, approximately 4,500 CFL lights have been replaced by energy-efficient LED lights, consuming only 25% of the energy of CFLs while also providing better illumination. We will continue to implement this strategy in our future offices as we continue to expand. Despite higher installation costs upfront, LED lights are much more beneficial – environmentally and economically – in the long run. This, in combination with the transition to remote work in response to COVID, resulted in less energy being consumed and significant carbon reductions. Below is a snapshot of the carbon reduction achieved since 2017:

<table>
<thead>
<tr>
<th>Year</th>
<th>Power Consumed by CFL Lights (KW)</th>
<th>Power Consumed by LED Lights (KW)</th>
<th>Energy Savings due to LED Lights over CFL (KW)</th>
<th>Reduction in CO2 Footprint (Metric Tons)</th>
<th>Reduction in Social Cost @52* per Metric Ton</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,794,652</td>
<td>448,663</td>
<td>1,345,989</td>
<td>953</td>
<td>$49,556</td>
</tr>
<tr>
<td>2018</td>
<td>2,609,412</td>
<td>652,353</td>
<td>1,957,059</td>
<td>1,386</td>
<td>$72,072</td>
</tr>
<tr>
<td>2019</td>
<td>3,288,348</td>
<td>822,087</td>
<td>2,466,261</td>
<td>1,746</td>
<td>$90,792</td>
</tr>
<tr>
<td>2020</td>
<td>2,378,732</td>
<td>594,683</td>
<td>1,784,049</td>
<td>1,263</td>
<td>$65,676</td>
</tr>
<tr>
<td>2021</td>
<td>1,425,092</td>
<td>356,273</td>
<td>1,068,819</td>
<td>757</td>
<td>$39,364</td>
</tr>
<tr>
<td>Total</td>
<td>11,496,236</td>
<td>2,874,059</td>
<td>8,622,177</td>
<td>6,105</td>
<td>$317,460</td>
</tr>
</tbody>
</table>

*https://costofcarbon.org/calculator

We are also working closely with our real estate partners to convert part of our energy supply from conventional to solar energy. We are committed to further reducing our carbon footprint in the future as we adopt more renewable sources of energy.

Cleaner Fleet

As part of the suite of benefits we offer our India employees, we provide cabs for transporting our employees to and from the office. The 1,000 cabs that we operate transport 7,000 employees every day, traveling a distance of about 30,000 miles per day. In 2017, all of these cabs were converted from diesel to cleaner Compressed Natural Gas (CNG). As our footprint in India has grown over the past several years, the benefit of this conversion increased proportionately through 2019. In addition, our transition to remote work in 2020 in response to COVID resulted in fewer miles traveled overall, further reducing our carbon emissions. Below is a snapshot of the total carbon reduction achieved since 2017:

<table>
<thead>
<tr>
<th>Year</th>
<th>Miles Traveled</th>
<th>CO2 Emission Diesel (Metric Tons)</th>
<th>CO2 Emission CNG (Metric Tons)</th>
<th>Reduction in CO2 Emission (Metric Tons)</th>
<th>Reduction in Social Cost @52* per Metric Ton</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3,126,527</td>
<td>843</td>
<td>456</td>
<td>387</td>
<td>$20,124</td>
</tr>
<tr>
<td>2018</td>
<td>4,355,977</td>
<td>1174</td>
<td>637</td>
<td>537</td>
<td>$27,924</td>
</tr>
<tr>
<td>2019</td>
<td>5,677,120</td>
<td>1,530</td>
<td>828</td>
<td>702</td>
<td>$36,504</td>
</tr>
<tr>
<td>2020</td>
<td>2,659,533</td>
<td>717</td>
<td>388</td>
<td>329</td>
<td>$17,108</td>
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<td>2021</td>
<td>93,782</td>
<td>25</td>
<td>13</td>
<td>12</td>
<td>$624</td>
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<tr>
<td>Total</td>
<td>15,912,939</td>
<td>4,289</td>
<td>2,322</td>
<td>1,967</td>
<td>$102,284</td>
</tr>
</tbody>
</table>

*https://costofcarbon.org/calculator
As we continue improving our ESG programming, we will continue to look for opportunities to transition our fleet to electric vehicles, as local infrastructure and opportunities develop.

**Other Environmental Initiatives in Collaboration with Our Real Estate Partners**
In addition to the initiatives highlighted above, we’ve also worked with our real estate partners to implement:

- Zero water discharge campuses: Achieved by ultra-filtration of wastewater and recycling for use in washrooms, horticulture, and cooling towers. Approximately 600,000 liters of water is recycled across R1’s three campuses in India’s National Capital Region (NCR) every year.

- Zero wet waste discharge: Achieved by installation of an organic waste composter, obviating disposal of solid waste into landfills. Approximately 30 metric tons of waste are recycled each year, obviating the need for depositing into a landfill in each of the three campuses in the NCR.

- Switching to renewable sources of energy: Currently, 2.2% of the total energy requirements on campuses come from solar energy, and we will continue to look for opportunities to increase our green energy usage in the coming years.

- Installing fans and electrostatic filters to reduce air conditioning power consumption and increase indoor air quality.

- Adopting parks and road medians across locations for green space and upkeep.

- 100% turf areas covered with automatic drip irrigation for reduction in water waste.

**Climate Resiliency & TCFD**
As a service provider to the healthcare industry, we do not have high exposure to the direct impacts of climate-related risks, nor do we contribute significantly to greenhouse gas emissions. Nonetheless, our global enterprise risk management program includes business continuity plans for our operations, and that of our third parties, to ensure preparedness for any climate or power grid anomalies that could disrupt our operations.

Aside from our aforementioned business continuity planning, R1 has not prioritized conducting scenario-based climate impact analysis to date given our limited exposure to climate risk. However, R1’s Board of Directors and management evaluate R1’s risks and opportunities through the pillars that the Task Force on Climate-Related Financial Disclosures (TCFD) recommends: Governance, Strategy, and Risk Management.
Our Commitment to Our Environment

Throughout 2021, we’ve reflected on how to make the greatest impact on our local environments and beyond. As our workforce and headcount has grown in India, so too has our commitment and dedication to making our local communities safe and healthy for generations to come. To that end, we’re excited to be launching our own tree-planting initiative this year, in partnership with a non-profit NGO, iamgurgaon. The goal of this initiative is to plant one tree for each of our current employees located in India over the next 5 years in order to help improve air quality, increase forest coverage, and sequester atmospheric carbon dioxide for the communities of India. Based on our headcount at the end of 2021, we commit to planting 10,600 trees over a duration of the next five years in the city of Gurgaon, located in India’s NCR, with the goal of planting all of these trees by the end of 2026.

iamgurgaon is led by a team of all women; there are 9 core members, who are all unpaid volunteers, in addition to 150 full-time paid supervisory and planting staff. iamgurgaon has been spearheading forest eco-restoration projects for the past 10+ years, where their model of reusing waste materials reduces landfill impact, while drip irrigation systems conserve water and reduce waste. The tree saplings, which are sourced from iamgurgaon’s own nursery with 200+ local species, grow into forests that sometimes serve as flora and fauna research sites. R1’s goal in the future is to offer volunteer opportunities for employees in India who are close to the NCR to assist with a future planting.

Planting of the first group of tree saplings will occur during the rainy season, from July to September, each year until 2026. We will be utilizing a third-party vendor, the Centre for Environmental Research & Education (CERE), to conduct a comprehensive analysis of the value of carbon offset by the entire site. CERE will geo-tag a fixed set of trees using the Memento program, and, using a scientifically credible methodology, will develop a representative sample size of the total number of trees planted to closely estimate the amount of carbon offset by the project.
Commitment to ESG

At R1, our commitments define who we are, what we do, and where we’re going. We are passionate about and committed to our customers and their patients, our people, and our communities. They are the bedrock of our journey to excellence in ESG and guide our mission to make healthcare simpler.

Forward-Looking Statements
This Environmental, Social, and Governance Report ("Report") contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and Section 27A of the Securities Act of 1933, as amended. Statements that do not relate strictly to historical or current facts are based on current expectations, estimates, projections, opinions or beliefs of R1 RCM Inc., its affiliates, subsidiaries or its sources of information (collectively, the “Company”) as of the date of this Report. Such statements are forward-looking and are usually identified by the use of words such as “seek,” “strive,” “anticipate,” “estimate,” “could,” “would,” “will,” “may,” “forecast,” “approximate,” “expect,” “project,” “intend,” “plan,” “believe” and other words of similar meaning, or the negative thereof, in connection with any discussion of future operating or financial matters. The forward-looking statements included in this Report involve known and unknown risks, uncertainties and assumptions, including R1 RCM Inc.’s inability to achieve the goals set forth in this Report. If any such risks or uncertainties materialize or if any of the assumptions prove incorrect, that could cause actual results to differ materially from projected results expressed or implied by the forward-looking statements in this Report. Accordingly, investors should not place undue reliance on forward-looking statements as a prediction of actual results or actual performance. The Company has based these forward-looking statements on current expectations and assumptions about future events, taking into account all information currently known by the Company. These expectations and assumptions are inherently subject to significant business, economic, competitive, regulatory and other risks and uncertainties, many of which are difficult to predict and beyond the Company’s control. Additional risks of which the Company is not currently aware could cause actual results to differ. The risks and uncertainties that may affect the operations, performance and results of the Company’s business and forward-looking statements include, but are not limited to, those set forth in this Report and in the documents the Company files from time to time with the Securities and Exchange Commission.

Any forward-looking statement speaks only as of the date on which such statement is made, and the Company assumes no obligation to correct or update any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.
We believe that our business success is intrinsically tied to how we sustainably impact our stakeholders – our customers, our employees, our communities, and our shareholders. In evaluating how best to support ESG reporting at R1, our Board and management elected to align our internal sustainability goals with the UN SDGs to make the greatest impact on solving sustainable development challenges in our society and best reflect our strategy to serve our customers and employees responsibly.

In September 2015, the UN adopted 17 SDGs to drive solutions to overcome global challenges, such as climate change, lack of diversity and equality, suboptimal working conditions, and job opportunities. As an industry leader in providing revenue cycle management solutions to our customers, we will continue to serve our stakeholders responsibly while also striving to make significant contributions to fighting global sustainability challenges.

R1’s ESG Focus Areas are Supportive of UN SDGs

- **SDG 3**: Good Health and Well-Being
  - Ensure healthy lives and promote well-being for all at all ages

- **SDG 5**: Gender Equality
  - Achieve gender equality and empower all women and girls

- **SDG 8**: Decent Work and Economic Growth
  - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- **SDG 9**: Industry, Innovation and Infrastructure
  - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- **SDG 10**: Reduced Inequalities
  - Reduce inequality within and among countries

- **SDG 11**: Sustainable Cities and Communities
  - Make cities and human settlements inclusive, safe, resilient and sustainable
### R1's Alignment to UN SDGs

<table>
<thead>
<tr>
<th>SDG</th>
<th>United Nations Targets</th>
<th>Description</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.</td>
<td>In 2021, R1 offered virtual employee wellness sessions, extended virtual childcare support for R1 parents in India, and covered all telehealth visits in front of U.S. employee deductibles. R1 has partnered with Hinge Health and Rush University System for Health (RUSH) to promote mental health and well-being by providing R1 employees with customized programs to help fight joint/back pain and improve mindfulness in the workplace respectively.</td>
<td>Pg. 18</td>
</tr>
<tr>
<td>3</td>
<td>Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</td>
<td>R1 Entri™ and Financial Advocacy program increased access to healthcare and helped over 500,000 patients go from uninsured to fully covered, preventing over $1 billion in medical debt. The R1 CARES India Vaccination Program provides access to and expense coverage for R1 India employees and family members to receive COVID vaccinations.</td>
<td>Pg. 7-9, 18</td>
</tr>
<tr>
<td>5</td>
<td>Target 5.1: End all forms of discrimination against all women and girls everywhere.</td>
<td>R1's mandatory non-harassment and unconscious bias training includes a bi-monthly unconscious bias campaign along with educational resources and discussion guides, which helps promote awareness of female discrimination in the workplace.</td>
<td>Pg. 11</td>
</tr>
<tr>
<td>5</td>
<td>Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</td>
<td>R1 has developed and published its global Human Rights Policy, which prohibits any use of forced labor or human trafficking.</td>
<td>Pg. 24</td>
</tr>
<tr>
<td>5</td>
<td>Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</td>
<td>R1’s workforce is majority female. As part of R1’s Inclusion &amp; Diversity goals, R1 has set a long-term target for female representation at the senior leadership level of 50%.</td>
<td>Pg. 10-13</td>
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## R1’s Alignment to UN SDGs

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<tbody>
<tr>
<td>5</td>
<td>Target 5.6: Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.</td>
<td>R1’s best-in-class options for employee benefits for eligible employees includes maternity, parental, and adoption leave, respecting our employees’ access to sexual and reproductive rights.</td>
<td>Pg. 18</td>
</tr>
<tr>
<td>8.2</td>
<td>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</td>
<td>R1’s Entri platform innovates patients’ healthcare experience, allowing patients to search, book, register, and pay for care in one experience, transforming the self-service process for patients. With investments in more innovative technologies focused on automation, we estimate that more than 100 million tasks will be automated by the end of 2022.</td>
<td>Pg. 7-8</td>
</tr>
<tr>
<td>8.3</td>
<td>Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</td>
<td>R1 offers resources available to all employee levels to foster internal talent development and an entrepreneurial and creative mindset across all R1 positions, ranging from partnerships with top universities to proprietary certifications.</td>
<td>Pg. 14-17</td>
</tr>
<tr>
<td>8.5</td>
<td>Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</td>
<td>R1’s career building and advancement programs align with the goal of enhancing productive employment internally. In 2021, R1 worked to evaluate minimum wage floors, bringing up base pay wages in select markets, and will continue to do so into 2022. R1’s STeP program provided skill development for more than 200 adults to provide employment opportunities.</td>
<td>Pg. 14-18, 21</td>
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## R1’s Alignment to UN SDGs

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</tr>
</thead>
<tbody>
<tr>
<td>8a</td>
<td>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</td>
<td>R1 formalized its commitment to human rights through our Code of Integrity, our Human Rights policy, and our Third-Party Code of Conduct. Further, we prohibit any use of forced labor or human trafficking.</td>
<td>Pg. 24, 29</td>
</tr>
<tr>
<td>8b</td>
<td>Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</td>
<td>Our Enterprise Risk Management team is dedicated to ensuring that our facilities are safe and secure for our workforce, and partner with our customers to ensure that our staff is safe within our customer’s sites.</td>
<td>Pg. 24</td>
</tr>
<tr>
<td>9c</td>
<td>Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.</td>
<td>R1’s creation of its Technology &amp; Innovation Center in Salt Lake City in May 2019 to support research and development of new technologies to address major challenges impacting health systems align with this target. R1’s proactive, solution-oriented data security framework helps prevent against any threats to data, acting as reliable and resilient infrastructure. R1 has invested more than $500 million over the past five years to expand our workflow technologies and analytics and digital transformation office.</td>
<td>Pg. 8, 28, 31</td>
</tr>
<tr>
<td>10</td>
<td>Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</td>
<td>R1 has set long term targets for diverse representation in senior leadership roles (50% women globally, and 30% racially/ethnically diverse in the U.S.), in addition to robust I&amp;D programming, communications, and QBRs.</td>
<td>Pg. 10-13</td>
</tr>
<tr>
<td>10</td>
<td>Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.</td>
<td>R1 is dedicated to equal opportunities for career advancement through its learning and development programming.</td>
<td>Pg. 14-17</td>
</tr>
</tbody>
</table>
R1’s Alignment to UN SDGs

<table>
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<th>Description</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Target 10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.</td>
<td>R1 has implemented targeted wage floor adjustments to address wage disparity, as well as robust non-harassment and discrimination policies that are monitored through a global investigations team and an anonymous hotline system.</td>
<td>Pg. 18, 24, 27</td>
</tr>
<tr>
<td>11</td>
<td>Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</td>
<td>R1’s conversion from diesel vehicles to compressed natural gas vehicles to transport its India workers, especially women, to and from work acts as an accessible, safe, and sustainable transportation system.</td>
<td>Pg. 32</td>
</tr>
<tr>
<td></td>
<td>Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</td>
<td>R1’s exploration of sustainable buildings for its office spaces (with LEED certification factored into leasing decisions) and offices for employees’ access to services provides accessible and sustainable working spaces for U.S. and India employees to utilize.</td>
<td>Pg. 31, 33</td>
</tr>
<tr>
<td></td>
<td>Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</td>
<td>Through R1’s reforestation project, R1 is planting 10,600 trees in Gurgaon to help combat air pollution in India. R1 is implementing paperless initiatives in an effort to expand digital record-keeping, which will help reduce R1’s overall environmental footprint.</td>
<td>Pg. 31, 34</td>
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## SASB Standards
### Professional & Commercial Services Industry

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<tr>
<th>Topic</th>
<th>Accounting Metric</th>
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<tr>
<td>Data Security</td>
<td>Description of approach to identifying and addressing data security risks</td>
<td>SV-PS-230a.1</td>
<td>Cybersecurity, Data Privacy, &amp; Systemic Risk, pg. 28-29</td>
</tr>
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<td></td>
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<td></td>
<td>Board Committees, pg. 22-23</td>
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<td>Enterprise Risk Management, pg. 24</td>
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<td></td>
<td>Description of policies and practices relating to collection, usage, and retention of</td>
<td>SV-PS-230a.2</td>
<td>Cybersecurity, Data Privacy, &amp; Systemic Risk, pg. 28-29</td>
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<td></td>
<td>customer information</td>
<td></td>
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<td></td>
<td>Enterprise Risk Management, pg. 24</td>
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<tr>
<td></td>
<td>(1) Number of data breaches, (2) percentage involving customers' confidential</td>
<td>SV-PS-230a.3</td>
<td>Cybersecurity, Data Privacy &amp; Systemic Risk, pg. 28-29</td>
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<td></td>
<td>business information (CBI) or personally identifiable information (PII), (3)</td>
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<td></td>
<td>number of customers affected</td>
<td></td>
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<td>Workforce Diversity &amp;</td>
<td>Percentage of gender and racial/ethnic group representation for (1) executive</td>
<td>SV-PS-330a.1</td>
<td>Inclusion &amp; Diversity, pg. 10-13</td>
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<td>Engagement</td>
<td>management and (2) all other employees</td>
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<td>Global Workforce demographics, pg. 12-13</td>
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<td>(1) Voluntary and (2) involuntary turnover rate for employees</td>
<td>SV-PS-330a.2</td>
<td>Our Board of Directors, pg. 22-23</td>
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<td>Employee engagement as a percentage</td>
<td>SV-PS-330a.3</td>
<td>Employee Experience, pg. 14</td>
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<td>Professional Integrity</td>
<td>Description of approach to ensuring professional integrity</td>
<td>SV-PS-510a.1</td>
<td>The R1 Way, pg. 6</td>
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<td>Total amount of monetary losses as a result of legal proceedings associated with</td>
<td>SV-PS-510a.2</td>
<td>Integrity &amp; Ethics, pg. 25</td>
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<td>professional integrity</td>
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<td>Enterprise Risk Management, pg. 24</td>
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### Activity Metric

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<td>Number of employees by: (1) full-time and</td>
<td>SV-PS-000.A</td>
<td>R1's Commitment to Our People, pg. 9</td>
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<td>part-time, (2) temporary, and (3) contract</td>
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<td>Employee hours worked, percentage billable</td>
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