

## Letter from the Board of Directors

We are pleased to share R1's inaugural environmental, social, and governance ("ESG") Report, showcasing our company's commitment to corporate responsibility. At R1, innovation, integrity, and inclusion are foundational to who we are, how we succeed, and why we operate with purpose and excellence. As Directors, we oversee how ESG factors may impact the long-term interests of our shareholders and stakeholders, and we are committed to ensuring that R1's business strategy aligns with our values, culture, and corporate tenets. As fiduciaries to our shareholders, our Board is focused on cultivating exemplary corporate governance through our commitment to innovation, integrity, and inclusion.

To support our ESG endeavors, R1 created an ESG working group in 2020, consisting of dedicated internal resources and external advisors to evaluate and address ESG factors and the United Nations Sustainable Development Goals that are material to our business. In addition, the Board solicited direct shareholder feedback and valued the input received through this outreach program. Our working group evaluated potential ESG risks and opportunities relevant to our company based on the views held by our shareholders, leading ESG frameworks, and ESG rating agencies.

At R1, 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. We look forward to sharing more about our ESG commitment in the coming years.



**Alex J. Mandl**  
Lead Director



**Michael C. Feiner**



**Joseph Flanagan**



**John B. Henneman, III**



**Neal Moszkowski**



**Ian Sacks**



**Jill Smith**



**Anthony J. Speranzo**



**Dr. Anthony R. Tersigni**



**Albert Zimmerli**

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[Read the Full 2020 ESG Report](#)