

Letter from the CEO

Dear R1 Stakeholders,

R1 was founded more than 17 years ago with the goal of delivering sustainable financial improvements to healthcare providers while improving the patient experience. Today, as a leading provider of technology-driven solutions transforming the financial performance of hospitals, health systems, and medical groups, our business decisions are guided by an unwavering commitment to excellence in all that we do. Our customers, and the patients and communities they serve, entrust us to provide innovative solutions that simplify the complex with compassion and integrity. Our business goals are balanced with responsible business practices embodied in the *R1 Way*: transforming the customer and patient experience through a world-class team of employees who operate with purpose and deliver excellence.



Our commitment to corporate responsibility and sustainability, foundational to who we are and how we work, is stronger than ever. In this inaugural report on R1's approach to environmental, social, and governance ("ESG") factors, I am pleased to share a snapshot of key initiatives underway to build upon the *R1 Way* in the years ahead. These initiatives, essential to our continued success, are part of our broader ESG commitments that are centered on **innovation, integrity, and inclusion**:



Innovation: Improving the patient experience through automation and digitization that leads to efficiencies and standard practices benefiting customers, patients, and communities. We are mindful of, and focused on, the need to improve patient access to care and support the financial sustainability of healthcare providers. Our goal is to focus on making health care affordable, transparent, and accessible for patients by enhancing the provider-patient experience. With innovative, technology-driven revenue management solutions that digitize their revenue cycle, we enable our customers to allocate more resources to patient care.



Integrity: Making the right decisions, for the right reasons, every day in every part of our business, with integrity and ethics as bellwethers of who we are and how we operate. Our success is directly correlated to operating with the highest level of integrity and ethics. Our global operations embed a comprehensive, proactive, and highly visible approach to compliance, data privacy, cybersecurity, and risk management.



Inclusion: Fostering a diverse global workforce and a culture where all of our employees feel valued, included, and have the opportunity to grow their career. To further promote inclusivity in R1's culture, I committed to and signed the CEO Action for Diversity & Inclusion™ Pledge this year, and we launched various initiatives, such as Inclusion & Diversity ("I&D") Day, with monthly discussions on I&D and bias awareness.

Our Response to COVID-19

In 2020, the global pandemic presented unprecedented challenges. While none among us anticipated the depth and breadth of these challenges, we found opportunities to demonstrate our commitment to being a trusted partner to our customers and one another. Along the way, we have confidently demonstrated the tenets of innovation, integrity, and inclusion by establishing clear priorities at the outset of the pandemic – employee

health and safety, customer partnership to care for patients and communities, and business and operational continuity.

In these challenging times, I am proud of our organization for delivering through teamwork, stepping up for our customers and communities, and demonstrating resiliency in taking on unknowns and new ways to work together that pave the path to a sustainable and successful future.

In closing, I am excited and grateful to share our progress and achievements in our inaugural 2020 ESG Report. Looking forward, our ESG initiatives will expand and evolve as we position R1 for long-term success.

Sincerely,



Joe Flanagan

President, Chief Executive Officer & Director

Our commitment to corporate responsibility and sustainability, foundational to who we are and how we work, is stronger than ever.

[Read the Full 2020 ESG Report](#)