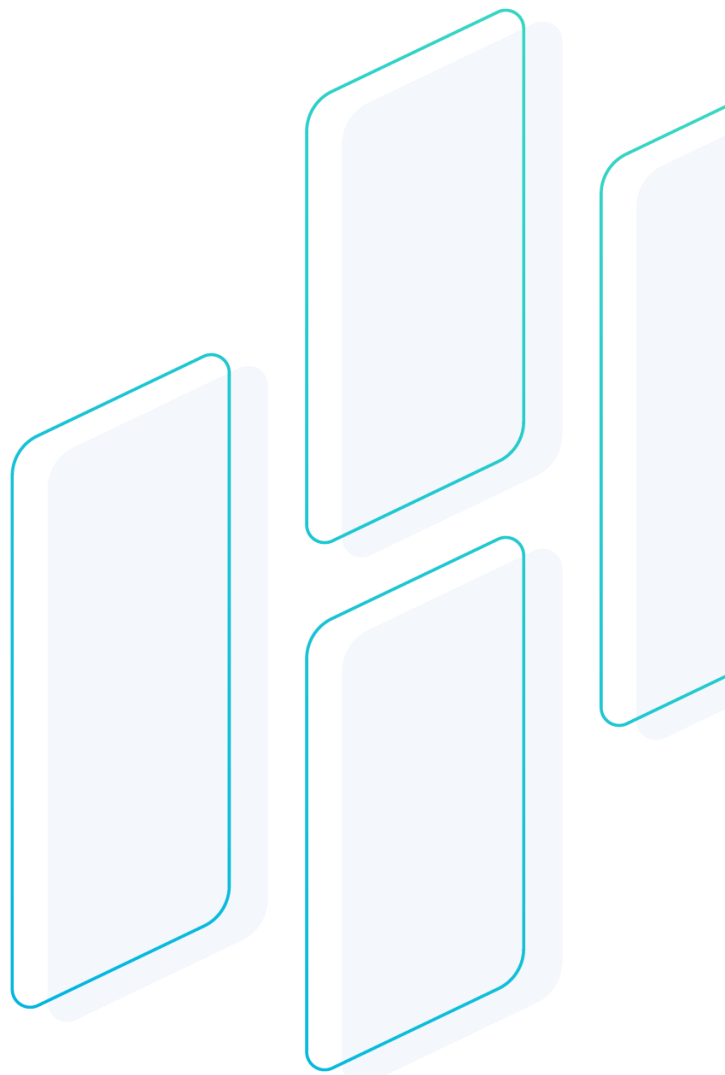




Annual Communication on Progress for the UN Global Compact

2020/2021





Statement of Continued Support

November 17, 2021

To our stakeholders:

I am pleased to reaffirm our support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labor, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture, and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,

Denver Fernando
CEO
HealthRecon Connect Pvt Ltd



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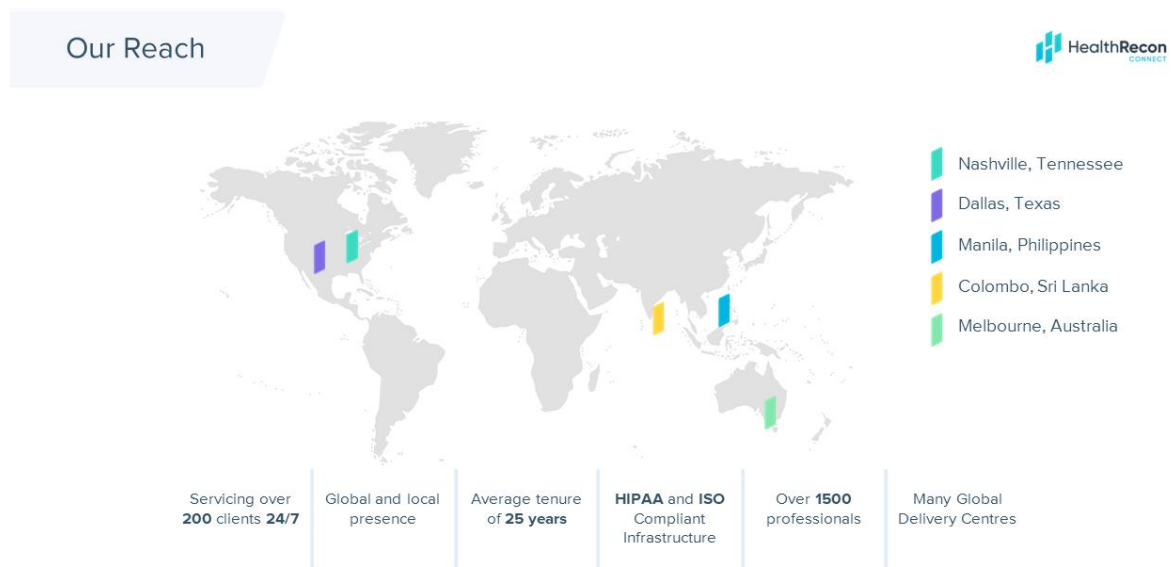
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01. About HealthRecon Connect

Quick Facts:

- Founded in 2016.
- Headquartered in Southlake, Texas
- Regional offices in Nashville, TN and Melbourne, Australia
- Global delivery centers in Colombo, Sri Lanka and Manila, Philippines
- Q4 FY'21 Employee Count: 1500+
- Certified Great Place to Work by Great Place to Work® Sri Lanka since 2018
- Adjudged one of the 40 Best Workplaces in Sri Lanka by Great Place to Work® Sri Lanka in 2021
- Signatory participant of the UN Global Compact since August 19, 2020



About HRC

Over the past five years, HealthRecon Connect (HRC) has been able to bring nearly three decades of deep domain experience, cutting-edge analytics, automated workflow solutions and compliant and benchmark defining processes to help healthcare providers improve and accelerate cashflow, increase patient focus, improve competitiveness, and manage their revenue cycle with more ease and peace of mind. Because of HRC's family of companies, we have built a consistent track record of strength and have the subject matter experts, automation and solutions, and global reach our customers need to succeed in the shrinking margins and complex payer rules of healthcare revenue changes.

Our Vision

To create "Raving Fans" by enabling the fastest and most transparent payment cycle for our customers.

Our Mission

To offer the most customer-centric, data-driven, and technologically advanced revenue cycle solutions that improve cashflow and patient outcomes for our customers.

Our Core Values - CREDO

- Client Value Creation
- Reaching for Excellence
- Ethics, Integrity, Transparency
- Display of Stewardship
- One Team

Please see Appendix A for our CREDO value descriptions.



02. Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: Make sure that they are not complicit in human rights abuses

Commitment to a Value Based Culture and a Strong Code of Ethics

Our culture is built upon the five values of Client Value Creation, Reaching for Excellence, Ethics, Integrity and Transparency, Display of Stewardship and One Team (CREDO). We encourage trust, empowerment, and transparency, enabling teams to communicate openly.

Central to our performance culture is rewarding people based on merit. Our rewards framework links compensation to the performance of the Company, each business unit and individuals. The performance of individual employees also includes an assessment of both, what was achieved (KRAs) and how it was achieved (value behavior). Please see Appendix A for our CREDO value descriptions.

The performance measurement criteria form the basis for determining incentives and benefits such as bonuses and commissions. Employees are compensated fairly, according to their individual contributions and to market standards. Our promotion practices take into account factors such as business needs, increased job scope and responsibility, capabilities and contributions to the company. For people management roles an Internal Job Posting mechanism is in place to select suitable candidates.

Our overall people strategy is designed to empower our employees, develop leaders, and continually enhance the capabilities of our workforce. All new employees undergo an orientation program which is designed to introduce them to the company values and the code of ethics.

Code of Ethics

HealthRecon Connects' Code of Ethics, which had also been incorporated into and complements our employee handbook, compliance program and its compliance program manual, provides clear guidelines for workplace professionalism and ethical business conduct that align with international best practice. Each employee is expected to take personal responsibility for observing the highest standards of integrity and conduct, and to report any concerns without fear or hesitation.

Whistle-blower Policy

We recognize the importance of providing a secure channel for employees to raise concerns about any violation of our Code of Ethics or other behavior that falls short of the CREDO. In order to ensure an environment that encourages people to speak up, employees can raise issues anonymously and all whistle-blowers are protected against retaliation or reprisal. To ensure the same, HealthRecon Connect has created a Whistle-blower Program designed to handle reports of misconduct and inappropriate behavior through an independent compliance officer (external channel) and internal compliance team and human resources team, and a 24-hour hotline which permits complete anonymity.

Reporting through internal channels (such as Human Resources, Audit and Compliance) accounted for 100% of the reports received during the year. Total cases received and resolved 15.

The code includes channels for reporting any potential non-compliance. Non-compliance with the Code is subject to disciplinary action, which may include dismissal.

HRC follows a **Zero Tolerance** policy towards any form of discrimination and harassment. We urge all team members speak up and speak against during instances of discrimination and harassment. If team members are subject to or witness any form of discrimination or harassment, it is in the best interest of all parties concerned that these instances are reported. All instances of discrimination and harassment will be dealt with utmost confidentiality with the expert advice and counsel from the HR team. Team members will be safeguarded from



forms of victimization during these instances. For instances of discrimination and harassment, the HR team will be your first point of contact along with your line management.

All cases of discrimination and harassment will be subject to disciplinary procedures based on the mandate set out by the HRC Disciplinary Policy.

Awareness sessions and training programs are regularly conducted on workplace safety and escalations, prevention of Sexual Harassment (POSH) and misconduct for team members.

Total number of incidents of discrimination (related to sex/gender) and corrective actions taken (Sri Lanka)	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Incidents	6	0	-6	-100.0%	0	0	0	0.0%
Action	6	0	-6	-100.0%	0	0	0	0.0%

Independent Compliance Advisory Board

During the Spring of 2021 HealthRecon strengthened its compliance focus with the addition of independent compliance advisors. The additions include Mr. Wade McFaul, an industry veteran with over 25 years of service with the Office of the Inspector General - U.S. Department of Health and Human Services, Dr. John McHenry, a specialist cardiologist with over 33 years of experience and Dr. Alberto J. Montero, a board-certified oncologist and clinical director of the Breast Cancer Medical Oncology Program at the University Hospitals Seidman Cancer Center and associate professor of medicine at Case Western Reserve University School of Medicine. With the assistance of the advisory board and compliance officer, HealthRecon Connect continues its focus and commitment towards maintaining high standards of service delivery.

Corporate Social Responsibility

We have crafted our social responsibility initiatives from an inside out approach. During the pandemic we focused on assisting our team and their families through the difficulties they faced. Extending counselling to family members, organizing of awareness sessions to employees and family members, sending essential good packs for the family – were some of the initiatives we undertook in the last 12 months.

In July 2021 the situation in Sri Lanka was becoming critical - with number of infections and deaths increasing at an alarming rate, and infrastructure/facilities in short supply. HealthRecon Connect made the decision to extend help by way of donating medical supplies to the Sri Lankan Army who is leading the effort in combating the situation. Following on from the company contribution, the employees were also given the opportunity to voluntarily contribute towards a COVID relief fund in October 2021 which was utilized to purchase more supplies. Financial aid and product donations collectively amounting to over Rs. 5.9 million have been donated towards these efforts to date.



03. Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: the elimination of all forms of forced and compulsory labor

Principle 5: the effective abolition of child labor

Principle 6: the elimination of discrimination in respect of employment and occupation.

Value Based Culture

As stated above, our CREDO provides the framework and reference point for team members in relation to team management, teamwork, and associations with each other. We encourage trust, empowerment, and transparency, enabling teams to communicate openly.

Diversity and Inclusion

Our code of ethics and employment handbook include guidelines on diversity and inclusion at time of recruiting, promoting and generally dealing with team members. Specific to recruitment, our advertising material specify our commitment to equal opportunity. Processes on employment, remuneration, promotion, and termination are based on performance and conducted through fair, transparent, and accountable means.

We are committed to better understanding and addressing the needs and changing demographics of our teams, and our employee experience strategy focuses on a segmented approach. Although our industry has no limitation on career progression for women team members, we recognize that personal circumstances and milestones may impact career journeys of our female team members.

Please see *measurement of outcome* under this section for the latest on our progress.

ASPIRE - Female Empowerment Program

As a company we have always recognized HRC women for the importance of their contributions, competence and capability in leading teams, handling customer relationships and making strategic decisions. We also recognize that our Industry provides a strong platform for creating successful career paths for female professionals. We are proud of and remain committed to Gender equality in our hiring/promotions practices.

ASPIRE is a learning, sharing and action Forum dedicated to the ladies of HRC. It is designed to be a Forum for women of HRC on matters relating to charting their career path whilst going through personal milestones. The program has four execution avenues built based on the principles learned from the Target Gender Equality Program.

01. Capacity Building

- Capacity building on -Emotional intelligence, self-awareness, Managing roles – career woman, daughter, wife, mother, sister. Collaborative interaction- looking after each other, peer coaching. Coaching for the seniors to advise juniors
- Knowledge sharing through external/internal resources
- Resource/information sharing
- Focused events – workshops/excursions

02. Wellness Initiatives – Physical, Mental (Stress, Change Management), Spiritual, Financial Wellness

- Workplace counsellor engagement
- Weekly Yoga



- Nutrition resources
- Programs on obesity, breast cancer, diabetes awareness, drug use
- Mindfulness, meditation related activities
- Budgeting – how you manage, write, and keep records – when you are a student, professional, wife, mother etc.

03. Organizational Process Reinforcement

- Policy framework
- Gender equality policy
- Flexible working policy
- Anti-harassment policy
- Grievance policy
- Coaching – to be paired with Senior managers for coaching interventions
 - Quarterly Training
 - Diversity and inclusion training at organizational level
 - Empowering leaders to act on harassment escalations
 - Educating leaders to spot harassment, discrimination
 - Equipping leaders to utilize female talent
- Open forums/platforms to share ideas, feedback, and concerns

04. Creative Expression

- Creative talent display through newsletters, HIVE featurettes
- Hobby classes/workshops

Compensation and Rewards

Central to our performance culture is rewarding people based on merit. Our rewards framework links compensation to the performance of the Company, each business unit, and individuals. The performance of individual employees also includes an assessment of both what was achieved (KRAs) and how it was achieved (value behavior).

The performance measurement criteria form the basis for determining incentives and benefits such as bonuses and commissions. Employees are compensated fairly, according to their individual contributions and to market standards. Our promotion practices take into account factors such as business needs, increased job scope and responsibility, capabilities and contributions to the company. For people management roles an Internal Job Posting mechanism is in place to select suitable candidates.

Understanding Employee Pulse

Each year we conduct an annual employee engagement survey together with Great Place to Work® in Sri Lanka that provides us with insights into the levels of trust among our team and how this compares across business units and functions, as well as against country benchmarks. The insights gained from the survey have helped us drive significant improvements over the years.

We also conduct monthly pulse surveys to the leadership, level of care and performance feedback delivery within the team. We continuously engage in two-way communication with our people and have provided opportunities for employees to address any concerns or grievances directly with their manager or with Human Resources, or if circumstances warrant, via an independently managed compliance hotline.

All new team members are given special focus through the new team member experience management survey plus one to ones which provides valuable information for the HR Business partners, and the team managers of the particular team members.



Capacity Building and Development

Our learning and development program enables us to deliver sustainable, high-quality results over the long term.

The current training and development framework of HRC is built over a period not only looking at the demands and realities of the business; but also looking at the journey of our team members. It is currently structured around three focus areas:

- Technical competency development
- Management and leadership competency development
- Life skills development

Technical Competency Development

RCM is a unique industry within the Sri Lankan business landscape. It is very specific, and the technical knowledge of RCM processes is confined to the companies that operate in that space. Having a robust technical training is critical to how effectively a new joiner can be immersed into operations, how empowered and efficient a team member can be and how much value he/she can create for the client portfolio. Our promise to our clients in a high standard of delivery built on strong technical knowhow and the core competency of our team lies with how sound they are in knowing the ins and outs of the RCM domain.

What our team is exposed to during training is what we have created in-house, perfected over time, still improving. Transferring individual knowledge into a corporate training program was a huge undertaking done over time by the technical training department in collaboration with the operations team. The need for training to be current and comprehensive is a constant source of encouragement for us to continuously improve. Over the past 5 years the technical training delivery has evolved tremendously. The content and quality are at such high standard and completely adapted to training in remote mode as well.

The technical training journey at HRC has 05 stages which are incremental. When a new team member joins into he/she would go through stage 1 - a comprehensive 'Technical Training Induction' program that aims to provide fundamentals and overall understanding about the business and RCM processes for a period of 01 week.

Week 02 starts with stage 2 - 'Process Training' through which client specific process knowledge is given on the job. Week 03 to 08 comprises of stage 3 which is the 'Mentoring' program through which in-person support for productivity and quality of work is given for new joiners to ensure that they succeed in comfortably settling into their role.

Stage 4 includes Level 1 and Level 2 trainings, where team members can dive deep into the respective functional areas. Stage 5 is a structured knowledge sharing program from US functional experts.

Management and Leadership Competency Development

Every industry presents unique challenges to people in management and leadership as they grow both in size and volume. It is the same for HRC. Added to that is the value of domain expertise. Having been in the industry for a significant period we made the decision early on that we will commit to developing managers and leaders within the company to support growth and provide challenges to individuals.

In 2019 we expanded the department and as the first initiative introduced a management and leadership development program under the vision '*to enable our people to be at their best*'. We strongly believe that personal and professional development are inseparable, and it underpins one's life success while manifesting in business value creation. It is imperative to us that we provide a mix of challenge, empowerment as well as right guidance for our managers and leaders to grow into their most effective selves.

Creating a customized training journey for our aspiring managers and leaders was a rewarding experience. We took an incremental approach mapping competency level according to the role category. Each level feeds into the next in terms of competency level. Since launch we have continued to look at ways to fine-tune the program for better effectiveness and have added features along the way.



Emerging Leaders' Program (ELP)

The first management development experience of our team members starts at ATL/TL level. The ATL/TL level is a critical transition for those who play the roles, and the first layer of management for agent levels. This presents a unique challenge. We have included self-awareness, team dynamics, planning and execution, leadership styles and other introductory concepts to set the foundation for their journey. The emerging leader program currently has 3 steps, ELP Prep which is a feeder to ELP, and ELP 2.0 is an advanced version with added learning content.

Management Development Program (MDP)

As our team members progress on their leadership journey having taken in the content of ELP level, they are introduced to MDP basic and MDP 2.0 programs. Both programs focus heavily on personal impact, strategic management, leadership personality building, operational excellence and driving innovation.

Statistics as of October 01, 2021

- **Total Learning Hours** – Over 3500 hours
- **Total Investment on Learning and Development (L&D)** – Over Rs. 3.6 million

Senior Management Coaching Program (SMT Coaching)

Our Senior Management team members are responsible of providing strategic and sustainable leadership to the business whilst inspiring teams to achieve business objectives in a turbulent environment. Having the right leadership competencies for senior management team is one of the key success factors of any business. Taking this into account, we embarked on SMT coaching journey which is a six month long executive coaching program built on 360 feedback, personal profiling, and one-on-one interactions with the coach.

While this training framework provides a structured development opportunity to the participants; there are other developmental interventions we introduced in the last two years which have been received very well. The *Assessment Centre* methodology introduced for promotion decisions have been a great addition to the development offerings. Each participant received comprehensive feedback and can understand strengths and development areas across the process.

Leadership Talk Show sessions introduced in 2019 and continued through 2020 and 2021 too have been a fruitful intervention, introducing our team to different perspectives and leadership styles of successful leaders from business and other fields.

Life Skills Development

Be At Your Best Program (BAYB)

To introduce our individual contributors to key concepts of business life - personal impact, customer value creation, diversity and inclusion as well as communication for success. We were able to launch and deliver trainings in person and virtual taking to account restrictions in the country.

So far, we have covered 31 sessions for 478 team members with 5230 learning hours. The program has so far been rated over 4.0 in Program Experience Index (PEI). This learning product is also converted to e-learning modules and will be made available to the team members on HRC Nest in the second quarter of the year.

Rewards and Recognition

HealthRecon Connect team members across all locations are recognized on the Value behavior. The peer nominated initiative drives the dual objectives of encouraging team to spot discretionary behavior and providing opportunity for individuals to feel a sense of pride for being recognized.

Apart from value behavior recognition, we also celebrate team members' milestones with us – in the form of birthdays, promotions, and work anniversaries.



Wellness

The focus on overall wellness – mental, physical, and financial, was heightened throughout the pandemic period. HealthRecon Connect approached this with company-wide initiatives as well as focused, individual solutions.

During the last 12 months we have taken a number of initiatives towards supporting employee wellness:

1. Offering counselling services
2. Additional time off for bereavement and personal emergencies
3. Company sponsorship of gym membership
4. Awareness programs on maintaining mental wellness while working from home
5. Awareness program on nutrition and physical wellness during lockdown/working from home
6. Awareness program on financial planning and budgeting

COVID specific actions taken.

1. PCR testing cost reimbursement for employees
2. Special paid leave for employees going in for vaccination – we will communicate process and documentary evidence needed to approve. If anyone is suffering from after-effects of vaccination and have exhausted their leave – we will allocate one additional paid leave.
3. Care packs for those in quarantine, with either self or family affected
4. Hospitalization costs cover up to Rs 100,000 for contract cadre team members in Sri Lanka– since they are not covered under the company medical scheme
5. Paid leave approval for those who are hospitalized and have exhausted their leave balances
6. Increased hours from company counsellor for employees who suffered losses
7. HR team contact all affected team members to understand specific needs
8. Company-wide dashboard on who is affected and potential recovery period from being positive, and/or being hospitalized
9. Daily news feed – on vaccination centers and coverage rates

Maternal and Paternal Leaves

- Paid Maternal and Paternal leave - employees receive 84 and 7 paid maternal and paternal leaves, respectively, for each childbirth. In special instances we also consider providing leave to employees with child-related matters, on request. Parents are also given the opportunity to utilize their sick leaves to take care of a sick child.
- HRC provides employees with the opportunity to go on un-paid career breaks if requested for the purpose of mental health wellbeing and other.
- For those who travel from over 20km radius, we have allowed flexible shift option to manage their commute. Applicable for day shift only, as the night shift team members are provided transport (when we were physically operating from office premises).



Measurement of Outcomes:

August 19, 2020 to October 01, 2021 (Sri Lanka)								
Number of employees, disaggregated by sex and employee level	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Top Management	1	1	0	0.0%	2	2	0	0.0%
Upper Management	5	9	4	80.0%	31	36	5	16.1%
Middle Management	18	37	19	105.6%	36	53	17	47.2%
Entry Level	325	487	162	49.8%	457	614	157	34.4%
Total Employees	349	534	185	53.0%	526	705	179	24.4%
Total number of employees by employment contract (permanent and temporary), disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Permanent Employees	189	289	100	52.9%	294	406	112	38.1%
Temporary Employees	160	245	85	53.1%	232	299	67	28.9%
Total Employees	349	534	185	53.0%	526	705	179	33.5%
The composition of the highest governance body disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Governance Body	1	1	0	0.0%	2	2	0	0.0%
Average hours of training that the organization's employees have undertaken during the reporting period, disaggregated by sex and employee level	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Top Management	14	16	2	14.3%	13	12	-1	-7.7%
Upper Management	22	23	1	4.5%	17	19	2	11.8%
Middle Management	24	42	18	75.0%	19	35	16	84.2%
Entry/Junior Level	16	112	96	600.0%	13	191	178	1369.2%
Total Employees	76	193	117	173.5%	62	257	195	364.4%
Overall ratio and ratio by employee level of basic salary and remuneration of women to men	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Within employee level ratio	1	1	0	0.0%	1	1	0	0.0%
Overall ratio	1	1	0	0.0%	1	1	0	0.0%
Total number of employees that were entitled to parental leave, disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Total Employees	525	552	27	5.1%	350	716	366	104.6%
Total number of employees that took parental leave, disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Total Employees	9	12	3	33.3%	6	6	0	0.0%
Total number of employees that returned to work in the reporting period after parental leave ended, disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Total Employees	9	12	3	33.3%	6	6	0	0.0%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, disaggregated by sex	Women				Men			
	2020	2021	Delta	Delta %	2020	2021	Delta	Delta %
Total Employees	8	12	4	50.0%	6	6	0	0.0%



Capacity Building in the Immediate Community

In addition to supporting own team and immediate community during COVID pandemic, we have also extended our services towards building capacity in the markets we operate. In the last 12 months we have predominantly focused on extending our expertise in the Sri Lankan market through initiatives at academic and professional levels.

We are also working alongside SLASSCOM (Sri Lanka Association for Software Services Companies- the national chamber for the knowledge and innovation industry in Sri Lanka) to create an industry specific curriculum to create more opportunities for candidates within the Business process management industry.

04. Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: undertake initiatives to promote greater environmental responsibility

Principle 9: encourage the development and diffusion of environmentally friendly technologies

As a service organization our carbon footprint is determined by the housing of employees within the office complex and related activities. HealthRecon Connect currently operates on a 100% remote model for the past 18 months which has limited our environmental impact of our business operations to bare essentials. The office premises operates on reduced capacity therefore has minimal power utilization. A handful of clients require paper-based claims which involves printing, but we are in the process of converting the same to electronic claims processing which means we are 100% paper-less.

Our HR documentation too are digital therefore needs no printing and physical storing requirements. With the work from remote model, the use of paper in all other processes (including HR and administrative processes) have also been significantly reduced and/or eliminated. For example, all forms of communication such as letters of offers, promotions, etc are shared electronically. Exceptions are made only when a hard copy is specifically requested to be submitted to financial institutions, embassies, etc.

HRC is stepping towards taking a more proactive step towards positive environmental contributions – with this year’s holiday greeting card, made of 100% biodegradable plantable seed paper (consisting of tomato and chili seeds) as a sustainable eco-friendly option. We plan to start a home garden concept and track progress, thereby encouraging sustainable food growth.

05. Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

As an organization with over 1500 employees worldwide and a business that handles sensitive patient health information and over 1,000,000 health insurance claims a month, HealthRecon Connect takes its commitment to conducting all aspects of its business in accordance with the highest legal and ethical standards very seriously.

Texas HIPAA and Federal HIPAA Privacy Compliance

HealthRecon Connect employees are required to sign on to state and federal laws applicable to our industry. The Texas state medical privacy laws to which organization is subject are the Texas Medical Records Privacy Act (“TMRPA”) and the Texas Identity Theft Enforcement and Protection Act (“TITEPA”). The federal regulations are those of the Health Insurance Portability and Accountability Act, or HIPAA.



Independent Compliance Advisory Board

During the Spring of 2021 HealthRecon strengthened its compliance focus with the addition of independent compliance advisors. The additions include Mr. Wade McFaul, an industry veteran with over 25 years of service with the Office of the Inspector General – U.S. Department of Health and Human Services, Dr. John McHenry, a specialist cardiologist with over 33 years of experience and Dr. Alberto J. Montero, a board-certified oncologist and clinical director of the Breast Cancer Medical Oncology Program at the University Hospitals Seidman Cancer Center and associate professor of medicine at Case Western Reserve University School of Medicine. With the assistance of the advisory board and compliance officer, HealthRecon Connect continues its focus and commitment towards maintaining high standards of service delivery.

Measurement of Outcomes:

It was explicitly stated in the Human Resources Department Master Policy Manual (v1.0 created on October 09, 2021) that the accepting/giving of bribes or illegal gratifications, or commissions directly or indirectly was considered as an act of violation of the company code of conduct, CREDO and general norms of professional conduct and was subject to disciplinary action. This is also stressed during the employee orientation program and other compliance related training and awareness programs throughout the year.

Conducted by the compliance team, the in-depth training covers key principles in compliance, information security and controls, privacy, and laws such as,

- HIPAA
- False Claim Act
- Antikickback Statute
- Stark Law
- California Consumer Privacy Act
- General Data Protection Act

HealthRecon Connect received the ISO 9001:2015 (Quality Management Systems), ISO 27001:2013 (Information Security Management) and ISO 27701:2019 (Privacy Information Management Systems) certifications in 2021, a testament to its commitment to maintaining the highest legal, ethical and compliance standards and robust internal processes and controls to safeguard the integrity of such processes, protected health information (PHI) and all other business sensitive information.

HealthRecon also earned the Seal of Compliance from the Compliancy Group, the recognized third-party HIPAA compliance verification standard for healthcare professionals, vendors, and IT professionals across the healthcare industry. The Seal of Compliance verifies and validates that the users of The Guard™, Compliancy Group's very own HIPAA compliance program, have made every effort to satisfy the regulatory standards outlined in the HIPAA Privacy Rule, Security Rule, Breach Notification Rule, Omnibus Rule, and HITECH, and have the documentation to illustrate it.

This document showcases our commitment to conducting business responsibly and how we manage relationships our stakeholders -employees, suppliers, customers, and the community.



Appendix A

HRC CREDO

HRC has five core values that the company culture is built on. It is our commitment to our clients, our team, the communities we operate in and to our shareholders. Together it spells out CREDO.

Client Value Creation

It is important to know our customers and what a successful outcome means to them. HRC is always looking for ways to deliver the best possible service and we treat a win for them as a win for us. We are able to accomplish this because we pay attention to detail in every conversation. It is important to stay in constant contact and respond on time, every time.

Ethics, Integrity, Transparency

HRC strives to maintain full confidentiality of client information and takes responsibility for the integrity of every delivery and outcome. Our team gives credit where it's due and maintains the utmost integrity and transparency in all of our day-to-day actions. We respect colleagues, competitors, and customers, avoiding conflicts of interest and handling all information responsibly.

One team

We understand that we all belong to one family at HRC. We respect and value differences between each other and avoid discrimination, harassment, and intimidation at all costs. We foster collaboration among team members, stressing the importance of helping one another and sharing our knowledge. We value each other's personal time and personal space, but also respect that each member is a reflection of the team.

Reaching for Excellence

We maintain expected quality standards in everything we do and display genuine passion for learning, research and asking questions to expand our knowledge of our customer and the industry. We strive to apply and share our growing knowledge for better delivery of services and are open to feedback and constructive criticism to continuously grow and improve important relationships we build with each other and our customers.

Display of Stewardship

The HRC team behaves in a manner that demonstrates the integrity and values of our company brand by setting positive examples both on a professional and personal level. We avoid waste, whether is of time or company resources. We empower team-members through collaboration participative management and coach, mentor and provide constructive feedback to create positive team improvements. Each team-member is involved in the immediate community and the wider community.



Descriptors for Ratings

CREDO Descriptors for AMs and Above

- Applicable to all locations
- Rating 3 and Rating 5 is described. All other ratings should be discerned using these two measures.

Descriptor	Rating 3: You are a solid 3; displaying the value behavior at 'expected' level consistently. You take care of your deliverables. You are on solid ground to improve and take things even further.	Rating 5: You are a trailblazing 5; inspiring others on what outstanding value behavior is. A true Value champion with all stakeholders (internal/external) raving about you with consistent results to back it up. You are simply 'walking on water', absolute 'cream of the crop'.
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Behavior **Client Value Creation**

You are action oriented and outcome focused. You have an intimate awareness of what matters to your client and has a close relationship with all key client representatives. You provide clear and accurate communication to your clients on deliverables and display personal responsibility in achieving services levels. Your team is aware of the expected standards in customer service, in addition to having clear training and transitioning practices to get new team members familiar with the client and their requirements.

Reaching for Excellence

You display a growth mindset with openness to feedback and commitment to self-learning. You lead from the front in driving company initiatives towards improvements. You show commitment towards developing team members and encourage their learning. You set high standards for the team and communicate them effectively. You are able to offer constructive feedback in a manner that is outcome focused. You are happy to contribute towards resolving matters that concern the overall company.

Ethics Integrity and Transparency

You consistently maintain trustworthiness by walking the talk, honoring commitments and the accuracy of delivery and communications. You maintain the code of ethics of the business and is a personal testament to behavior befitting the leadership of HRC. You pay careful attention to the integrity of data produced/shared by team members at various levels. You share information about clients and projects as necessary. You create psychological safety within the team - fostering open communication, giving credit to due owners, respecting individuals, as well as by accepting criticism gracefully. You are not hesitant to take strong action on Code of ethics violations.

Client Value Creation

You have created a centre of excellence in delivering outcomes for clients and is their trusted partner. You are always on top of your communications and intimately aware of what matters to the client and portfolio performance. You display great urgency in resolving escalations. You have built a team that replicates outstanding customer value, with portfolio results being consistently outstanding. You and your teams' performance and service delivery create business development opportunities for HRC. You are a role model to the rest with consistent high performance on KRAs, client satisfaction and employee satisfaction within team.

Reaching for Excellence

You are passionate and committed to 'continuous improvement' and is proactive in looking for improvement opportunities. You go a step further in cultivating a solution mindset within the team - by applauding and encouraging team members towards idea generation and innovation. You have a hunger in paying attention to display a growth mindset with openness to feedback and commitment to self-learning while creating an environment of innovation within the team. You lead from the front in driving company initiatives towards improvements. You show commitment towards developing team members and encourage their learning. You set high standards for the team and communicate them effectively. You are able to offer constructive feedback in a manner that is outcome focused. You are happy to contribute towards resolving matters that concern the overall company.

Ethics Integrity and Transparency

You are considered the torchbearer for transparent, trustworthy leadership due to how you pay attention to details that matter, walk the talk, honor commitments, show respect, deal with issues and open dialog. You are an example to others in upholding the code of ethics of the business and always maintain behavior befitting the leadership of HRC. You take personal responsibility for the information you provide the client and other stakeholders- and has put in place control measures to ensure the team does the same. You drive ethical behavior by constantly paying attention to positive behavior while acting urgently when negative behavior is detected. You share information about clients and projects as necessary. You create psychological safety within the team - fostering open communication, giving credit to due owners, respecting individuals, as well as by accepting criticism gracefully. Your Team is extremely confident of your integrity/personal ethics - as gauged by GPTW, engagement surveys, and other forms of feedback capture.



Display of Stewardship

You are focused on promoting well-being for each person within HRC and is able to act responsibly- both personally and professionally. You use sound judgement in situations, are measured, able to maintain composure and practice diplomacy in dealing with different stakeholders. You set the standards to next level people managers in practicing CREDO. You are inclusive and practice empathy and respect regardless of designation or any other classification. You create paths for team members to shine - identifying potential, coaching and creating platforms.

Display of Stewardship

You behave in the understanding that leadership is a temporary role which is outlasted by the lifespan of the organization. That a leader is performing the act of stewardship whenever he or she is actively preparing the organization's sustainable future. You conduct yourself with consideration towards others' well-being not just in the teams within your purview but HRC in general. Your core values denote a global consciousness- of responsibility towards HRC's vision; towards the livelihoods of those in HRC and the welfare of the global community. You have a deep understanding of self, able to show vulnerability and maturity in equal measure, as appropriate. You are a mentor who takes time and care to shape future leaders. You value diversity and is adept at making diversity work for you and team. You are able to share the company vision with the team members, inspiring through delivery of results and appropriate level of risk-taking.

One team

You treat all members of HRC with respect and humility. You define the team vision and culture in alignment with the company code of ethics and drive camaraderie and respect towards other teams, peers, leaders. You clarify methods of engagement and communication within team and between teams while practicing praise in public, criticize in private. You are able to resolve disputes respectfully - in a beneficial manner. You are able to celebrate wins of any and all of HRC not just within your immediate team.

One team

You treat all members of HRC with respect and humility. You work with a genuine consideration for others and an eagerness to sacrifice personal interests of glory for the welfare of all. You define the team vision and culture in alignment with the company code of ethics and drive camaraderie and respect towards other teams, peers, leaders. You clarify methods of engagement and communication within team and between teams while practicing praise in public, criticize in private. You are able to adapt your style of leadership to suit the team and is able to align peoples' personal goals to that of HRC.