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# Environmental, Social & Governance Report 2023

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# From the Executive Chair



It is my pleasure to present our second annual Environmental, Social, and Governance (ESG) Report. With the transition of my role from Chief Executive Officer to Executive Chair, it is an honor to remain a part of a company that is committed to bending the cost curve in healthcare by delivering transparency, fairness, and affordability to the U.S. healthcare industry. Our ability to support payors and reduce medical-based financial complexities and burdens is what drives all of us at MultiPlan each day.

Our dedication to health-industry stakeholders is just one facet of our commitment to corporate responsibility and strong stewardship. We believe MultiPlan's success is supported by an unwavering focus on environmental, social, and governance matters. For us, that starts with fostering a strong corporate culture that is underpinned by our values—accountability, intentionality and boldness, teamwork, and service excellence. These are the principles that guide our behavior, processes, and decisions, and, in turn, enable us to support our employees, serve our communities, and manage our environmental footprint.

Over the past year, we continued to make strides along our ESG journey.

We have been recognized for our efforts and are proud to have earned the 2022–2023 Great Place to Work® Certification™ and consequently to have been named as

## This report marks our commitment to transparency and accountability in the sustainability and social impact of our services on the U.S. healthcare system.

a 2023 Fortune Best Workplaces in Health Care™ and a 2023 Fortune Best Workplaces in New York™, which is a testament of how we support our employees.

Through MultiPlan's Rural Health Grant program, we provided financial assistance to help healthcare providers in rural areas introduce or expand healthcare services, education, screenings, and other programs in their communities, bringing our total Rural Health Grant Program contribution from 1995 to present to more than \$700,000.

This past year marked the inaugural assessment of our greenhouse gas emissions. We understand the value of data, and this assessment is an important step to quantifying the environmental impacts of our business activities—an effort that demonstrates our continued

commitment to accountability and transparency, setting the stage for continuous improvement.

We were also recongized for our innovation with the “Best Healthcare InsurTech Solution Provider” award for our Dynamic Negotiation Offer solution from the MedTech Breakthrough Awards. This honor followed the 2022 selection for the “Healthcare Data Solution of the Year” award by the same organization.

Amid this progress and recognition with respect to our ESG journey, we remained dedicated to our core mission of making healthcare more transparent, fair, and affordable for stakeholders in the U.S. healthcare system. We once again delivered critical value to these stakeholders, processing a MultiPlan record \$168.6 billion in medical charges, identifying \$22.9 billion of potential medical cost savings, and reducing or eliminating millions of balance bills in 2023.

From external awards to internal drive, we are always looking to the future and propelling ourselves forward. Thank you for taking the time to read our ESG Report and learn more about how we continue to grow while advancing a stewardship mindset.



Sincerely,  
Dale White  
Executive Chair

A handwritten signature in black ink, appearing to read 'Dale White', written in a cursive style.

# About Us

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## MultiPlan At a Glance

As of 2023 Fiscal Year End

700+

PAYORS

~60M

CONSUMERS  
WITH ACCESS

1.4M+

CONTRACTED  
HEALTHCARE  
PROVIDERS

3

MARKETS  
COMMERCIAL  
PROPERTY & CASUALTY  
GOVERNMENT

~2,800

EMPLOYEES

~25M

MEDICAL CLAIMS  
PROCESSED  
PER MONTH

\$168.6B

TOTAL MEDICAL  
CLAIM CHARGES  
PROCESSED

\$22.9B

IDENTIFIED  
POTENTIAL MEDICAL  
COST SAVINGS

40+

YEARS IN  
BUSINESS

\$961.5M

REVENUE

## Our Values



ACCOUNTABILITY



INTENTIONALITY  
AND BOLDNESS



TEAMWORK



SERVICE  
EXCELLENCE

MultiPlan has been bringing **transparency, fairness, and affordability** to the U.S. healthcare industry for over 40 years.

Through our dedicated teams, data analytics, and technology-enabled solutions, we address the challenges payors—namely health insurers, self-insured employers, and government-sponsored health plans (collectively, payors)—confront every day from network access and management of out-of-network costs, including surprise billing and payment and revenue integrity, to data and decision science. By optimizing billing accuracy and prioritizing medical cost reduction, we directly strengthen payors' service delivery, foster efficient payments to providers, and, indirectly, reduce the cost burden and improve the experiences of their health plan members—who are the consumers of healthcare.

## Our Purpose

Deliver transparency, fairness, and affordability to the U.S. healthcare industry by combining data, analytics, and technology with unparalleled expertise that addresses the disparity between high per capita healthcare spend and low overall healthcare quality and efficacy.

## Our Services

MultiPlan’s platform sits at the nexus of four principal stakeholders in the healthcare industry—payors, employers/plan sponsors, plan members, and healthcare providers. This uniquely positions MultiPlan as a provider of independent solutions that reduce healthcare costs in a manner that is systematic, efficient, and fair to all these stakeholders.

Our platform offers payors a single interface to our four service categories. In combination or individually, our solutions reduce the medical cost burden on their health plan customers and members by managing the utilization of medical services, lowering the per-unit cost of medical services incurred, and ensuring the services are reimbursed without error and accepted by the provider.

## MultiPlan’s Four Service Categories



### ANALYTICS-BASED SERVICES

A suite of data-driven algorithms and insights detect claims over-charges and either negotiate or recommend fair reimbursement for out-of-network medical costs using a variety of data sources and pricing algorithms. Also included in this category is our Value-Driven Health Plan services, which bundles reference-based pricing and member and provider engagement tools, enabling employers and other health plan sponsors to offer low-cost health plans.



### NETWORK-BASED SERVICES

Our direct contracts with healthcare providers form one of the largest independent preferred provider organizations (PPO) in the United States and also include outsourced network development and/or management services. Our network has been continuously accredited by the National Committee for Quality Assurance (NCQA) since 2001. We believe this provides assurances to employers/plan sponsors and health plan members of the quality of providers in our network.



### PAYMENT AND REVENUE INTEGRITY SERVICES

Data, technology, and clinical expertise identify and remove improper and unnecessary charges before and after claims are paid, or identify and help restore and preserve underpaid premium dollars, including for Medicare Advantage (MA).



### DATA & DECISION SCIENCE SERVICES

Descriptive, predictive, and prescriptive analytical solutions apply modern methods of data science to drive optimal benefit plan design, improve healthcare outcomes, and reduce the total cost of care for virtually all types of payors.

# ESG Approach





## Strategic Momentum

From our founding in 1980 to today, we have understood that to be a sustainable company we must be aware of and integrate the risks and opportunities inherent to our business.

At our core, we are focused on the healthcare challenges of the people and communities we serve and the complexities of the industry.

To support this, we strategically evaluate, prioritize, and manage our stakeholders' interests and relationships to create value through our policies, programs, and procedures.

In 2021, we formally embarked on a structured approach to assessing and reporting on ESG factors. It began with an ESG Diagnostic to identify our priority ESG issues. We then established our Sustainability Working Group (SWG) to directly oversee those priorities and published our inaugural ESG Report. Now, we are building on that momentum with a focus on managing, tracking, and reporting on our progress.



### Notable 2023 Achievements

We completed our first-ever Scope 1 and 2 greenhouse gas (GHG) emission inventory reflecting our 2022 and 2023 fiscal years. We also developed, and adopted in 2024, a comprehensive ESG Policy that underpins our commitment to transparency and accountability with respect to environmental sustainability and social responsibility.

## Priority ESG Issues

Our priority ESG issues represent the risks and opportunities that are important to our business, our employees, our customers, our stockholders, and the communities in which we live and work. They were identified through a multi-pronged assessment that factored in external frameworks, including the IFRS Foundation's Sustainability Accounting Standards Board (SASB) Standards, Task Force on Climate-related Disclosures (TCFD) recommendations, and the United Nations Sustainable Development Goals (UN SDGs), investor policies and priorities, ESG rating agencies, peer best practices and disclosures, and input from stakeholders.



### SOCIAL

Healthcare Transparency & Access

Data Privacy & Security

People Strategy

Diversity, Inclusion, & Belonging

### GOVERNANCE

Business Ethics & Enterprise Risk Management

Corporate Governance

### ENVIRONMENTAL

Sustainable Operations

## ESG Oversight

Our SWG is responsible for identifying, coordinating, and communicating MultiPlan's priority ESG issues. It is a cross-functional group comprised of members from our legal, corporate finance, talent and growth, investor relations, facilities, information technology, cybersecurity, marketing, procurement, and internal audit teams. Our Assistant Vice President of Investor Relations and Assistant General Counsel lead the SWG, with our Chief People Officer serving as the executive sponsor.

**SWG members work collaboratively across the organization to gain specific insights on our policies, practices, and procedures and engage third parties to assist in the process.**

They also provide regular updates on their findings and activities to our executive leadership and the Board of Directors (Board). With this integrated structure, we are able to more effectively address our priority ESG issues throughout the Company.

# Social

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Healthcare Transparency & Access >

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Data Privacy & Security >

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People Strategy >

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Diversity, Inclusion, & Belonging >

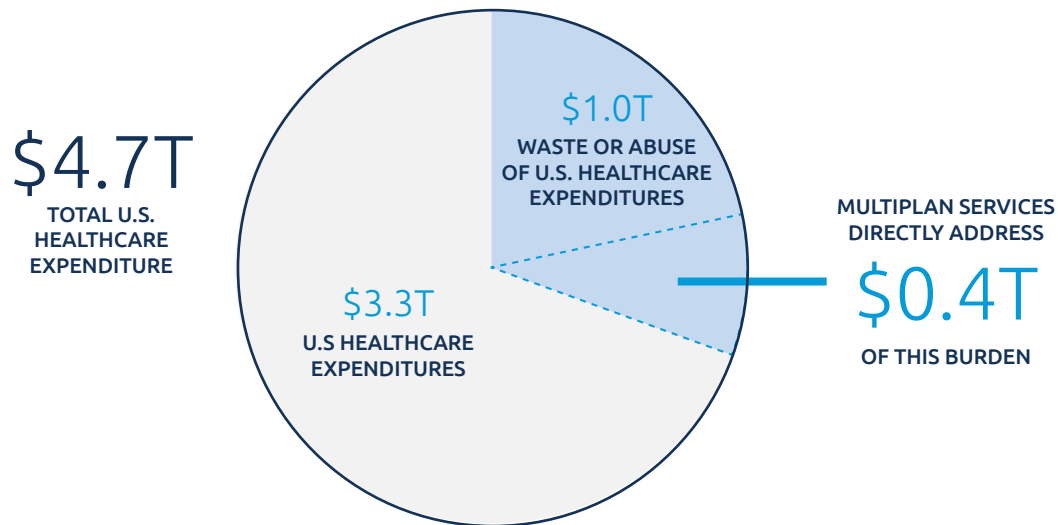


## Healthcare Transparency & Access

We are focused on bringing transparency, fairness, and affordability to the U.S. healthcare system by addressing two critical factors: **the right price** and **the right tools** for health plan members. By providing health plan members with information about fair prices and quality care, we aim to empower them to make the best decisions for their health and the well-being of their families.

At MultiPlan, we work within the healthcare ecosystem to create positive change by striving to make the system more inclusive, equitable, and accessible for all.

### MultiPlan Targets Healthcare Expenditure Burdens



## The State of U.S. Healthcare

Nearly **1 in 2** insured Americans have medical debt.<sup>1</sup>

More than **6 out of 10** allocate **10% or more** of their monthly household budget to healthcare, with low-income households surpassing 25%.<sup>1</sup>

More than **one-third** of Americans delayed or skipped healthcare services or prescriptions due to costs.<sup>1</sup>

Out of the projected **\$4.7T total** U.S. healthcare expenditures in 2023, approximately **30%**—or **\$1.4T**—is estimated to be waste or abuse.<sup>2</sup>

Our services directly address the overcharges that account for approximately **\$400B** of waste or abuse.

1. The Commonwealth Fund (2023). Paying for It: How Health Care Costs and Medical Debt Are Making Americans Sicker and Poorer – Findings from the Commonwealth Fund 2023 Health Care Affordability Survey. [www.commonwealthfund.org/publications/surveys/2023/oct/paying-for-it-costs-debt-americans-sicker-poorer-2023-affordability-survey](http://www.commonwealthfund.org/publications/surveys/2023/oct/paying-for-it-costs-debt-americans-sicker-poorer-2023-affordability-survey)
2. Peter G. Peterson Foundation (2023). Why the American Healthcare System Underperforms. [www.pgpf.org/blog/2023/07/why-the-american-healthcare-system-underperforms](http://www.pgpf.org/blog/2023/07/why-the-american-healthcare-system-underperforms) (2019). W.H. Shrank, T.L. Rogstad, N. Parekh (2019). Waste in the US Health Care System: Estimated Costs and Potential Savings. JAMA. 322(15):1501-1509. <https://jamanetwork.com/journals/jama/article-abstract/2752664>



## Healthcare Transparency

Healthcare costs can often be opaque and unpredictable, leaving many patients struggling with confusing or unexpectedly high medical bills. This lack of transparency too often prevents people from accessing needed care or filling necessary prescriptions. MultiPlan offers a variety of services aimed at remediating these systemic issues by bringing greater clarity and transparency to the complex healthcare industry.

### FROM TRANSPARENCY TO SAVINGS

Our services identified potential medical cost savings in the magnitude of **~\$22.9B** in 2023, which has the potential to lower out-of-pocket costs and reduce or eliminate balance bills for millions of consumers.

#### Our Commercial Market, Representing Insured and Self- Insured Groups, by the Numbers

**700+** PAYORS

**~\$25B** CHARGES REDUCED BY  
OUR OUT-OF-NETWORK  
PRICING TOOLS

**~\$13B** CONTRACTUALLY  
REDUCED BY OUR  
NETWORK SERVICES

## Surprise Bills

Surprise medical bills occur when patients are treated by out-of-network (OON) providers under circumstances where they are unable to plan for or avoid the OON service.

These may arise in certain emergency care, specialized expertise, or auxiliary service situations, or when patients are unknowingly treated by an OON provider.

Under the No Surprises Act, which went into effect January 1, 2022, health plan members' cost share of OON services are calculated using the lower of the billed charges or the median contracted rate for a specific service within the geographic region and insurance market. After paying this cost-share amount, members are protected from any further costs related to those OON services.

MultiPlan's No Surprises Act services provide end-to-end support to identify qualifying charges, calculate and append the median contracted rate to the claim, reprice claims to the median contracted rate or another fair amount based on our analytics-based services, negotiate settlements with providers, as needed, and arbitrate if a settlement is not reached.

## Adding Value through Acquisitions

MultiPlan acquired Benefits Science LLC (BST), a next generation data and advanced analytics company, in May 2023.

BST's Software as a Service (SaaS) platform brings a new Data & Decision Science service line. These services include, among others: PlanOptix™, a self-service platform that benchmarks network performance, optimizes network design, and improves competitive positioning; BenInsights™, a platform for payors, employers and their consultants that quickly and accurately aggregates a plan's data and provides highly flexible financial and clinical reporting and decision tools; and Risk Analytics & Insights, solutions that complement existing actuarial-based modeling by applying interpretable risk models, risk scoring, and prescriptive analytics for commercial and government health plans.

The integration of BST aims to deliver reduced cost of care and improved health outcomes by leveraging modern data science with deep healthcare expertise.



### PAYMENT INTEGRITY

Improper spending from incorrect, wasteful, or abusive billing practices is another area of concern for payors and consumers. According to the U.S. Government Accountability Office, it is estimated that over \$240 billion was spent on payment errors in fiscal year 2022.<sup>3</sup> MultiPlan's Payment Integrity solutions help identify improper, unnecessary, and excessive charges before the claims are paid to improve payment accuracy and prevent overpayments.

Our Payment Integrity solutions also ensure claims are processed correctly by verifying that claims are

paid by the responsible party, properly coded, coded in a way that is applicable to the diagnosis, and paid in accordance with health plan policies. These services are applied before or after a claim is paid, with prepayment services recognized as the greatest value. We are generating savings by correcting issues before a claim is paid, which eliminates the need to allocate resources to re-process claims and/or recover overpayments if an error is found.

Ultimately, we seek to avoid any repeated claim errors. Once an issue is identified, we conduct root cause analyses and integrate those findings into our Payment Integrity solutions moving forward.

### IMPROVING CLAIMS PROCESSING

**Approximately 15–30% of U.S. healthcare spending is allocated to administrative costs.**<sup>4</sup>

In 2023, we added a business-to-business (B2B) healthcare payments service through a joint marketing and services agreement with ECHO Health Inc. Our combined services aim to reduce overall administrative costs by offering simplified, more cost-efficient claim processing for third-party administrators, insurers, and other healthcare payors.

3. U.S. Government Accountability Office (March, 2023). Federal Payment Errors, Known As Improper Payments, Are A Continuing Concern. [www.gao.gov/blog/federal-payment-errors-known-improper-payments-are-continuing-concern](https://www.gao.gov/blog/federal-payment-errors-known-improper-payments-are-continuing-concern)

4. Health Affairs (October, 2022). The Role of Administrative Waste In Excess US Health Spending. [www.healthaffairs.org/doi/10.1377/hpb20220909.830296/](https://www.healthaffairs.org/doi/10.1377/hpb20220909.830296/)

## Healthcare Access

We understand that quality care is intimately connected to healthcare access. This has become even more challenging as networks have become narrower and more value-based.

At MultiPlan, we contract with over 1.4 million healthcare providers and facilities to add value to a healthcare payor’s network access strategy. With our wide-reaching network, we are connecting members with essential, localized care.

### ROBUST QUALITY NETWORKS

Through our PHCS and MultiPlan networks, we offer healthcare payors access to a national PPO network as well as regional, complementary “wrap around,” and specialty networks that give their members access to a variety of medical doctors, facilities, and services.

## Expansive Networks, Greater Access

Across our three markets, we have built an extensive network of hospitals, ancillary care facilities, and network practitioners who deliver quality care each and every day.

### COMMERCIAL HEALTHCARE

#### NETWORK HOSPITALS

~4.8K Primary  
~5K Complementary

#### ANCILLARY-CARE FACILITIES

~94K Primary  
~113K Complementary

#### NETWORK PRACTITIONERS

~707K Primary  
~836K Complementary

### PROPERTY & CASUALTY

#### ACUTE CARE HOSPITALS

~2.5K Property  
~2.3K Casualty

#### ANCILLARY-CARE FACILITIES

~106K Property  
~103K Casualty

#### MEDICAL PRACTITIONERS

~609K Property  
~613K Casualty

### GOVERNMENT

#### ACUTE CARE HOSPITALS

~1.2K Medicaid & MA

#### ANCILLARY-CARE FACILITIES

~2K Medicaid & MA

#### PRACTITIONERS

~138K Medicaid & MA

MultiPlan's PHCS Network is the only national independently contracted primary PPO network to have been continuously accredited by NCQA for credentialing since 2001. This adds greater confidence in the quality of performance among our networks.

Our innovative contracts also provide expanded access across all types of health plans so that members are served when they are traveling or living away from their primary region. They are also tailored to fill in gaps identified within a plan's network or for specific populations. No matter what, we strive to give payors and plan sponsors flexibility, choice, and value in strengthening their network offerings.

For twenty years, we have been partnering with leading plans to support a variety of programs that provide access to healthcare through Medicaid and related programs. Our Medicaid networks are designed to help meet the network adequacy needs of our health plan customers, by building and managing networks at the state and regional levels. Our Medicaid networks are another way that we increase healthcare access and affordability for the most vulnerable groups, particularly low-income individuals of every age.

## Supporting Rural Communities

MultiPlan's Rural Health Grant provides financial resources to eligible hospitals, rural health clinics, and federally qualified health centers within our provider network. The assistance supports providers in rural areas and has been used to introduce or expand services, education, screenings, and other programs aimed at improving the health of the people in their communities.

Since 1995, over **\$700K** has reached underserved communities through **100+** Rural Health grants. In 2023, we awarded **\$37,230** to four recipients from **69** applicants.

### St. Maries, Idaho

Benewah Community Hospital in St. Maries, Idaho is helping remove barriers for low-income families and expanding child healthcare access by offering pediatric vaccines during their well-child visits.

### Oak Hill, West Virginia

New River Health Association in Oak Hill, West



Virginia is supporting miners and their local community by adding a respiratory therapist/exercise physiologist to their Black Lung Clinic services.

### Del Norte, Colorado

Rio Grande Hospital and Clinics in Del Norte, Colorado are educating local residents and outdoor activity visitors on high altitude sickness and prevention and supplying pulse monitoring devices and hydration packets for emergency patients.

### Springhill, Louisiana

Springhill Medical Center in Springhill, Louisiana is addressing transportation challenges by offering residents rides to and from their appointments.

Read more about our [philanthropic programs](#) on our website.



## Data Privacy & Security

We are a data- and technology-focused company with solutions that manage the growing costs, risks, and complexities of the U.S. healthcare industry. As a result, we receive, process, and maintain sensitive and protected health information (PHI). We take our responsibility to protect this information seriously and make it a paramount priority for our organization. As such, we are committed to upholding high standards of data privacy and security, and placing significant emphasis on building and maintaining a robust information technology (IT) program and strong culture of awareness and vigilance.

## Technology is at the Heart of Our Business

Our team of around 600 technology professionals manage our data capacity and over 5,000 servers which help to orchestrate our customers' diverse workflows. We have 250+ applications that support thousands of custom business rules across public and proprietary data sources. Each month, we process approximately 25 million claims and have achieved one-day claim returns to payors for approximately 97%+ of those claims.

Our proprietary IT platform is central to serving our customers. With a single-interface platform, we are deeply integrated within many of our customers' IT environments.

We invest in our IT assets, infrastructure, and data science capabilities, so that we may continue to expand our processing capabilities, improve our customizability, accelerate our service delivery, and enhance scalability. We have introduced features including electronic signature acceptance and claims distribution, and integrated web-based services for data exchange. We also leverage analytics-based algorithms and machine learning systems to deliver efficient administration of our customer needs.

~25M CLAIMS PROCESSED EACH MONTH

97%+ SAME-DAY CLAIMS RETURNS

## AWARD-WINNING INNOVATIONS

MultiPlan was honored to win the 2023 MedTech Breakthrough Award for the "Best Healthcare InsurTech Solution Provider." The award recognized our "Dynamic Negotiation Offer," an innovative and unique healthcare solution with advanced capabilities to deliver automation and negotiation prioritization of medical claims.



Our team of technology professionals are critical to our innovation and success. Over the past two years, we have continued to expand our data science capabilities through our hiring process and the acquisition of BST. We now have more than 20 data scientists in our data science department and have been recognized for our innovative solutions and applications.

## Strategy and Oversight

Our approach to the protection of sensitive health information relies on being adaptive, risk-optimized, and threat-aware to achieve rapid detection and response to threats, business resiliency, and the confidentiality, integrity, and availability of our systems. We operate in accordance with federal and state regulations, such as the Health Insurance Portability and Accountability Act (HIPAA), California Consumer Privacy Act (CCPA) and the New York Department of Financial Services (NYDFS) Cybersecurity regulation. We support customer audit requirements and expectations, we seek to implement best practices to further enhance our information security and data privacy practices.

Our governance structure reinforces our data privacy and security vigilance across the organization. The Board’s Risk Committee, which was formed in 2022, receives updates from management at least quarterly and plays

a pivotal role in overseeing issues related to information security, data privacy, and artificial intelligence (AI), among others. Our General Counsel and our Chief Information Officer supervise our program with direct leadership of our data privacy and Information Security teams, which are managed by our Chief Privacy Officer and our Chief Information Security Officer, respectively.

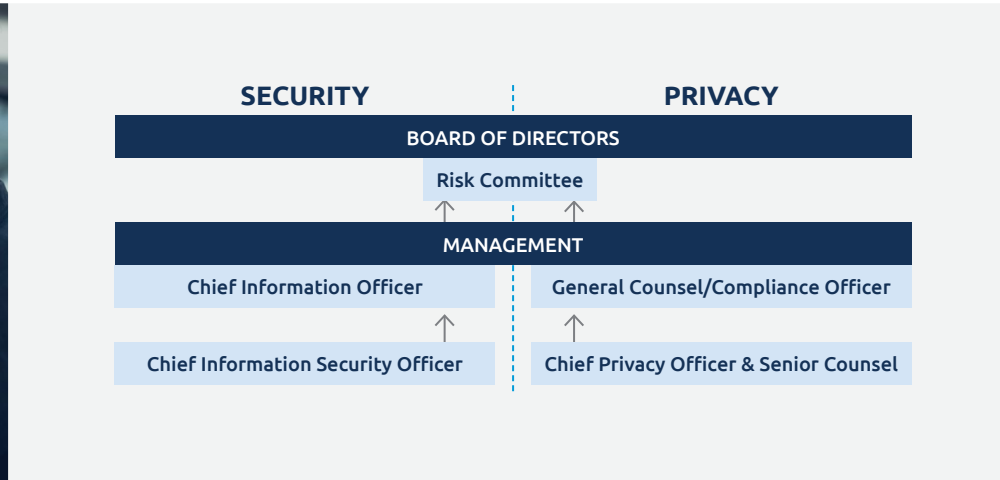
Our Information Security team, with the support of internal and external technology experts, continuously monitors our systems with the goal of operating safely, securely,

and in accordance with all applicable laws and regulations. We have an internal cybersecurity risk management committee, comprised of senior leaders and stakeholders, that meets quarterly to discuss risks and remediation efforts.

## Addressing Risks, Threats, and Vulnerabilities

MultiPlan has implemented a multi-layered set of security controls based on industry-standard frameworks and best practices to mitigate our relevant risks and vulnerabilities.

They include preventive, detective, and corrective controls that are aligned with SOC 1, SOC 2, and HITRUST frameworks and are coordinated within our broader risk assessment and management process. We also measure our cybersecurity maturity against the National Institute of Technology (NIST) Cybersecurity



Framework (CSF).

We have incident response, business continuity, and disaster recovery plans in place should an event arise. These incorporate root-cause analyses and corrective action plans to help promote swift and efficient threat identification and mitigation.

**Known technical vulnerabilities, audit findings, and other issues are tracked in a risk register, and systemically evaluated and actioned with risk treatment plans and corrective actions in line with the organizational risk appetite.**

We also have a complete set of policies, standards, and operating procedures, which are reviewed and updated each year. External audits and routine internal audits of our policies are conducted on an annual basis to support effective implementation. Our data privacy and security policies are also published, communicated to, and acknowledged by all MultiPlan employees and users.

Further discussion of our cybersecurity program can be found in our [Annual Report](#).

## PRIVACY PROTECTION

Our customers entrust us with their members' sensitive data, including PHI and personally identifiable information (PII). It is our responsibility to handle the information with care and respect.

We are vigilant in using information strictly for its intended purposes and apply access restrictions to limit handling to specific individuals whose job role requires such access. MultiPlan does not sell data, and does not collect unnecessary personal data from third-party partners. We also remove data as requested and within specified timeframes, while retaining data in accordance with our internal retention policies and applicable laws and regulations.

We reinforce our practices with policies and standard operating procedures that detail the proper handling of protected sensitive information. All MultiPlan policies are accessible to employees and complemented with training. We also extend these policies to our subsidiaries and third-party partners.



## Assessments and Audits

MultiPlan utilizes industry-recognized cybersecurity specialists and partners to validate both technical and non-technical aspects of our control environment. This includes internal and external annual penetration tests, red team exercises, table-top exercises, and comprehensive risk assessments. Continuous security monitoring, detection engineering, triage, escalation, and response activities are performed to identify, investigate, respond to, and attempt to minimize the impact of potentially adverse security events.

In addition, we conduct annual audits, including **SOC 2 Type II** audits, and **HITRUST certification** every two years.



## Our risks and controls are reviewed by internal audits, customer audits, and other third-party auditors at least annually.

We require our third-party partners and newly acquired companies to meet our data privacy and security expectations. Each of them undergoes a comprehensive risk assessment during the pre-acquisition due diligence, onboarding, or integration processes. This assessment is tailored to the specific data access level and the type of information accessed or stored. We further perform ongoing third-party risk assessments on a regular basis, tied to the inherent risk of the business relationship, and closely monitor their security ratings and other feeds for adverse events. On an ongoing basis, we actively incorporate any updates to requirements provided by our customers and promptly communicate and implement such updates across our partner network.

## INTEGRATING NEW DATA-DRIVEN CAPABILITIES

With the acquisition of BST in May 2023, our services expanded to include their SaaS data and analytics platform. BTS's proprietary model ingests, validates, and stores large quantities of data with exceptional accuracy and applies advanced descriptive, predictive, and prescriptive analytics to help employers and their advisors, commercial health plans, and government health plans optimize decision-making and financial and clinical performance. With connections to over 160 carriers, plan administrators, and other healthcare stakeholders, we follow rigorous IT protocols and compliance integration processes to address the security and privacy of our customers' PHI and other sensitive data.

## INDUSTRY-LEADING SECURITY

MultiPlan continues to be rated at the top of our peer group by BitSight, a leading cybersecurity ratings company. We monitor our performance compared to the industry benchmarks on an ongoing basis and have been consistently rated above the healthcare and wellness overall industry scores.



## Culture of Responsibility

It is important that everyone at MultiPlan understands our shared responsibilities. We provide substantial targeted training and support to all our employees and contractors. They are mandated to review and confirm their understanding, acceptance, and commitment to our data protection and security policies and guidelines and participate in annual training sessions.

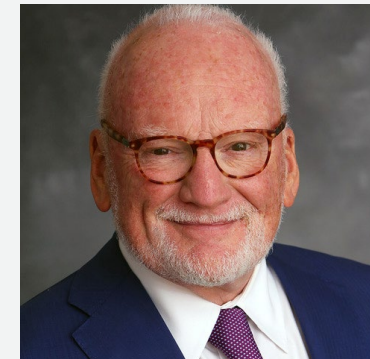
To keep our employees informed and vigilant, we supplement our annual training with regular reminders and updates on security best practices and potential threats. This includes simulated phishing tests and training sessions to help employees recognize and avoid fraudulent emails and other scams. Additionally, privileged users undergo additional training at the beginning of their roles and annually thereafter, ensuring they are fully prepared to handle sensitive data with the expected level of care and responsibility.

Our Information Security team works closely with senior management and the Risk Committee to develop company-wide approaches to evolving data privacy and security issues, such as the use of AI. Given our role in safeguarding personal health-related data, we are approaching the integration of AI into our operations with a deliberate and cautious mindset. This process acknowledges both the opportunities presented by AI and the associated risks and uncertainties.

**40+**  
**HOURS OF TRAINING ENCOURAGED  
 PER YEAR FOR OUR TECHNOLOGY  
 EMPLOYEES, INCLUDING REQUIRED  
 ANNUAL CYBERSECURITY AND DATA  
 PRIVACY TRAINING**

## Risk and Security Leadership

As our Board begins to engage on the issue of AI, **Richard A. Clarke, the chair of the Risk Committee** and an internationally recognized cybersecurity risk management expert, is well positioned to lead discussions to ensure the safe and responsible use of AI technologies at MultiPlan. Mr. Clarke brings over 40 years of experience in U.S. government national security agencies, including the Pentagon, the State Department, and the White House National Security Council.



## People Strategy

Our employees are the foundation of our success. Their talent, expertise, and dedication help us achieve our purpose of delivering transparency, fairness, and affordability to the U.S. healthcare industry.

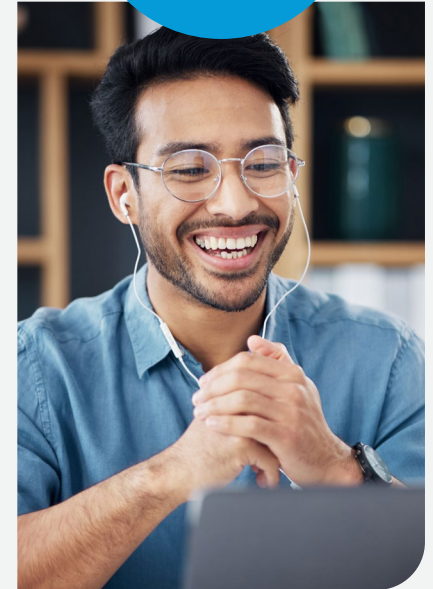
We support our people by creating an environment designed to make everyone feel valued, motivated, and empowered.

We offer a range of resources and benefits to help them grow and develop their careers, and we work hard to instill a culture of inclusivity and respect. We believe that by investing in our employees, we naturally achieve long-term success and continued growth.

## Our 2023 Employee Snapshot



\* Including full-time, part-time, and temporary (does not include contractors)



\*Including IT associates and network developers

## SUCCESS THROUGH OUR VALUES

Our four values—accountability, intentionality and boldness, teamwork, and service excellence—are the guiding principles for our teams and service lines. They are essential to how we conduct business and engage with one another.

From both an individual and organizational perspective, we are integrating our values across our people initiatives and interactions. We have established core competencies that convey the responsibilities for each of our roles at MultiPlan. We have reminders and reinforcement of our values throughout each of our offices along with ongoing digital communication. We have also woven these values into our new hire orientations and implemented a company-wide recognition program.

Our Chief People Officer has been putting our values into practice since joining MultiPlan just over a year ago. Within the team, the Human Resources and Learning and Development (L&D) functions have been unified as the Talent and Growth (TAG) team. This has facilitated a seamless and cohesive approach to how we serve our people and hold ourselves accountable.

By promoting our values, we are elevating our business and delivering innovative, stable, and secure solutions that generate value for our Company, our people, and our customers.

### ACCOUNTABILITY

- We are accountable for our decisions and actions.
- We strive to achieve desired results.
- We actively participate with others.

### INTENTIONALITY AND BOLDNESS

- We are committed to our Vision and Purpose.
- We are proud of the positive impact we have on healthcare.

### TEAMWORK

- We listen, value, and respect each other.
- We communicate often, clearly, and with purpose.

### SERVICE EXCELLENCE

- We understand the business and common goals.
- We focus on our customers' needs and satisfaction.
- We execute with excellence at all times.





## EDUCATION AND DEVELOPMENT

We continue to emphasize the development of diverse and talented individuals at all levels of our organization by investing in their professional growth. Our TAG team leads the charge and works to ensure that our employees have access to the resources they need to succeed at every stage of their careers. As part of this initiative, our TAG team has embarked on a three-year L&D strategic plan that involves a review of our current practices and approaches and a re-envisioned future.

~70K HOURS OF EMPLOYEE EDUCATION AND TALENT DEVELOPMENT TRAINING IN 2023

Talent development at MultiPlan consists of a range of mandatory and optional programs, including a vendor partnership that offers prestigious university and college certificate courses. Our training programs encompass self-directed learning to live, in-person workshops, featuring role- and leadership-based tracks. Employees may also pursue external skills development with the potential for tuition reimbursements. To build product knowledge and role-based expertise, tailored trainings are offered for departments to delve into specific topics aligned with their business objectives. In 2023, we provided more than 600 educational opportunities.

Our leadership programs are important to building strong teams, communicating effectively, and cultivating the next generation of talent. We leverage internal and third-party trainings covering topics such as our core competencies, values, and business objectives

to facilitate comprehensive, long-term leadership development from new managers to our executive leadership.

Our IT department has actively engaged in leadership development, including a mentorship program, Technology Leadership Program (TLP), best practice forums and a leadership voice program that builds techniques and confidence to champion for innovative ideas.

From programs to practice, we encourage robust employee-manager relationships that foster regular and open dialogue. Performance discussions are held on an annual basis to establish goals and development plans that present a clear direction for progress. Our values are leveraged in these discussions to support the recognition and reinforcement of the contributions and capabilities each team member brings in advancing our strategic objectives and their own personal and professional development.

During the past year, our IT executives and other leaders participated in customized online and in-person change management trainings to support the communication and implementation of the team's agile transformation.



### FUTURE TECHNOLOGY LEADERS

**MultiPlan's Technology Leadership Program** (TLP) is a three-year rotational program for recent college graduates pursuing a career in technology. Through hands-on work as full-time employees, TLP participants cycle through IT and operational roles of their choosing that cover a variety of innovative technologies and topics, including machine learning, customizing technological solutions, IT security, infrastructure, and project management. Managed in partnership with IT and the TAG team, the program follows an engaging curriculum with formal learning from practical applications and real-world experiences. It also fosters leadership competencies through personalized coaching and guidance. At the end of the three years, selected participants take on full-time positions and leverage the cross-functional knowledge, skills, and professional relationships they have gained for long-term success.



### Our 2023 Employee Evolution

250+

INTERNAL PROMOTIONS

12.7%  
TURNOVER  
RATE

7.7% VOLUNTARY  
5.0% INVOLUNTARY

### COMPENSATION AND REWARDS

MultiPlan's compensation program is designed to attract and retain talent, encourage and reward performance, and complement our other benefits. We strive to offer competitive pay across the organization with pay elements aligned to our employees' roles and responsibilities. Our plans include salary and wage-based pay in addition to short- and long-term incentives that drive performance and retention. Depending on one's role, incentive pay may be awarded in cash and/or equity and paid out on a quarterly, annual, or multi-year basis.

We believe that equity incentives are a valuable pay element that drives performance, encourages prudent decision making, and aligns the interests of our employees and stockholders. While not all of our employees receive equity in their pay packages, we introduced an Employee Stock Purchase Plan (ESPP) in 2023 to give eligible

employees a convenient and cost-effective means to acquire a proprietary interest in our Company. The ESPP program offers shares at a 15 percent discount. Share ownership adds an additional incentive to contribute to the long-term profitability and success of the Company.

During the past year, we initiated a corporate-wide compensation study with the assistance of a third-party. This study is in addition to the advice we receive on executive compensation, and was prompted, in part, based on feedback received from one of our employee engagement surveys. The study will inform our compensation decisions and encompasses an assessment of our pay practices alongside market, geographical, demographic, experience, and other factors. Our intention is to conduct these studies on a routine basis to support continuous refreshment of our practices.

## BENEFITS & WELLNESS

We believe that investing in our employees' physical, mental, and financial health is not only the right thing to do, but supports our mission of improving people's well-being. In addition to competitive pay, we provide a variety of benefits, some at no expense to our employees, and others at a subsidized rate. Our benefits package aims to provide employees with the resources and support they need to thrive both personally and professionally.

We encourage our employees to make time for what matters. Our remote-first policy gives our employees the flexibility to choose a hybrid or fully remote work environment that suits their unique preferences or needs. Our summer and winter hours program encourages employees to step away early on Fridays, and we always recommend that every employee utilize their PTO to rest and recharge. We also facilitate moments of focus by promoting Work Zone Tuesdays, an extended period of time with no scheduled meetings.

### Benefits offered to eligible employees:

#### HEALTH

- Medical, dental, vision insurance
- Life insurance
- Disability insurance
- Flexible Spending Account for healthcare expenses

#### FINANCIAL

- 401(k) plan and company match
- Transit discounts
- Entertainment discounts
- Wireless discounts
- Computer purchase discounts
- Tuition assistance
- Scholarship program
- Bonus opportunities

#### WELL-BEING

- PTO and holidays
- Flexible work schedules
- Work from home opportunities
- Wellness program
- Summer and winter hours
- Employee Assistance Program
- Maternity and parental leave



## Making a Difference

Our teams go the extra mile to help each other out through our Helping Hands, PTO Donation Programs, and Scholarship Program. The [Helping Hands Program](#) offers financial assistance, funded entirely by employee donations, to employees facing difficulties. Our [PTO Donation Program](#) extends support to colleagues dealing with medical emergencies or major disasters by providing extra days off from a shared pool of accrued paid time contributed by their fellow employees. We are also supporting our employees' next generation through our [Scholarship Program](#), which assists children of MultiPlan employees in pursuit of their higher-education goals.

## ENGAGEMENT AND RECOGNITION

MultiPlan always seeks to enhance workplace satisfaction, engagement, and productivity while recognizing and appreciating the dedication and contributions of our employees. Our commitment lies in consistently connecting with our employees and fostering open communication so that we may listen to and address their needs and concerns and cultivate a positive work culture along the way.

We leverage multiple forums to encourage engagement, including quarterly roundtable meetings facilitated by our CEO, “At the Table with Key Leaders” sessions focused on critical business initiatives, and ongoing knowledge enhancement opportunities through programs like our 411 Education Series. We host virtual all-employee Zoom award parties to recognize service milestones and a variety of online and in-person informal events from our game-show style challenges to holiday extravaganzas to foster connections among our teams. These activities are in addition to the encouragement of strong team- and manager-employee relationships.

Our MultiPlan Service Talent Achievement and Reward (MultiSTAR) recognition program offers formal and informal channels for employees to acknowledge one another. Through a multi-tiered award system, employees commemorate anniversaries, express

**Our 411 Education Series** expanded this past year with the introduction of Deeper Dive. These sessions are designed to build greater business knowledge and engagement among our employees on specific topics raised during our leadership meetings. From this strong foundation, we work to generate greater value together.

gratitude with public and private thank-you notes, and celebrate moments when we are living up to our values. MultiSTARs raise the profile of our employees and may include monetary awards depending on the significance of the achievements.

On a more formal basis, we solicit feedback through annual employee engagement surveys. The responses help us identify areas of strength and opportunities for improvement to drive employee satisfaction and



retention. They also deepen our understanding of how our employees perceive the company culture and work environment. In 2023, employees participated in the Great Place to Work® survey, which consisted of 60 core trust index questions and 8 custom questions chosen by the Company addressing topics that included diversity, inclusion, & belonging, L&D, and resources.

Based on the results, MultiPlan received the prestigious Great Place to Work® Certification™ and was recognized as one of the 2023 Fortune Best Workplaces in Health Care™ and 2023 Fortune Best Workplaces in New York™. These recognitions validate our efforts to achieve a culture that supports our employees' well-being and allows them to contribute to our mission of delivering value to our customers and the healthcare industry.



WE ARE PROUD TO HAVE BEEN CERTIFIED BY GREAT PLACE TO WORK® FOR THE 2ND CONSECUTIVE YEAR.

## 2023 Employee Engagement Survey Stats

**73%** OVERALL EMPLOYEE PARTICIPATION

**90%** SAY THAT THEY ARE PROUD TO TELL OTHERS THEY WORK AT MULTIPLAN

**96%** BELIEVE MULTIPLAN IS COMMITTED TO AND SUPPORTIVE OF DIVERSITY AND INCLUSION

**95%** REPORT PEOPLE OF ALL CULTURES, ABILITIES, AND BACKGROUNDS ARE RESPECTED AND VALUED

**94%** STATED THAT WHEN JOINING MULTIPLAN, EMPLOYEES ARE MADE TO FEEL WELCOME

**91%** SHARED THAT EMPLOYEES ARE GIVEN THE RESOURCES AND EQUIPMENT TO DO THEIR JOB

## Diversity, Inclusion, & Belonging

MultiPlan is steadfast in our commitment to promote mutual respect and understanding for individuals from diverse backgrounds, perspectives, and abilities and to spearhead positive change within our local communities. Our Diversity, Inclusion, & Belonging (DIB) Plan is the blueprint for our efforts and includes the priorities and activities that help us achieve these aims.

### DIB IN ACTION

MultiPlan invests time, people, and resources to help drive our DIB initiatives forward. Our DIB Plan is overseen by the DIB Advisory Committee, a central committee comprised of seven employees and three executive sponsors. Within the Committee, there are four DIB Workgroups that address education, engagement, talent acquisition, and communications. The DIB Workgroups include employees from across the Company who bring their unique backgrounds, perspectives, and experiences to champion the aims of our DIB Plan.

Each Workgroup has priorities and delegated actions to generate inclusive and respectful outcomes. Initiatives include MultiSTAR recognitions of cultural holidays and historical events, a calendar of events to bring people together, development of strong external networks to attract talent, and active communication of our actions.

Our efforts extend beyond our employees to the communities in which we live and work. We are proud to independently support local and national activities and fundraising events that raise up underserved and underprivileged communities.

\$35K+

DONATIONS TO LOCAL AND NATIONAL ORGANIZATIONS  
SUPPORTING UNDERPRIVILEGED AND UNDERSERVED COMMUNITIES  
THROUGH EMPLOYEE AND CORPORATE MATCHING CONTRIBUTIONS





### DIB TRAININGS & POLICIES

We provide a variety of educational resources and policies to reinforce DIB across all levels of our Company. These resources support our six areas of DIB awareness: bias, cultural and ethnicity, disability, generational, gender and sexual orientation, and general diversity. By elevating our individuality, we aim to cultivate a workplace where everyone is treated with respect, dignity, and equality.

**~10K** TOTAL DIB EDUCATION HOURS IN 2023

Our DIB training program includes required and ongoing education and learning. Upon hire, new employees and managers complete unconscious bias and inclusive practices training. This program establishes a foundation of knowledge and expectations around our DIB Plan. All managers also participate in annual anti-harassment training. On an ongoing basis, every employee is required to engage in a minimum of five independent study hours to expand their knowledge of our six DIB awareness areas. The education goal is met by training sessions of the employee's choosing and offers deeper engagement with the materials shared and recommended among peers. We supplement these programs with educational communications that profile DIB news, resources, and events through a central hub on the Diversity, Inclusion, and Belonging intranet page.

### Our DIB Policies

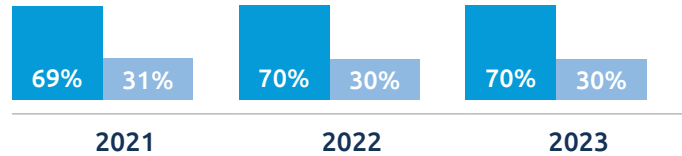
- 1 ADA/ADAAA REASONABLE ACCOMMODATION
- 2 CODE OF CONDUCT
- 3 EQUAL EMPLOYMENT OPPORTUNITY
- 4 HARASSMENT/SEXUAL HARASSMENT IN THE WORKPLACE
- 5 MA PREGNANT WORKERS FAIRNESS ACT
- 6 OPEN DOOR POLICY/GRIEVANCE PROCEDURE

# Diversity, Inclusion, & Belonging by the Numbers<sup>5</sup>

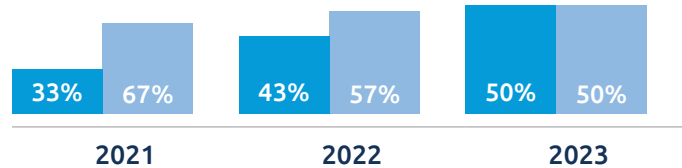
## Gender

■ WOMEN ■ MEN

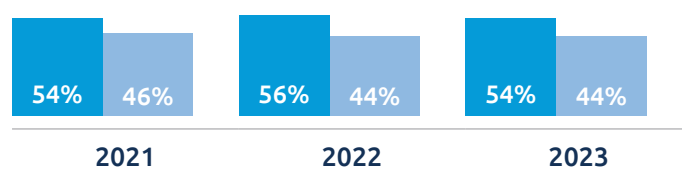
### TOTAL EMPLOYEES



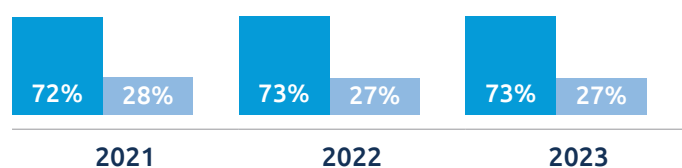
### SENIOR LEADERS



### MANAGERS

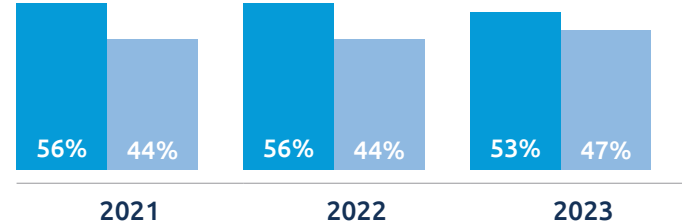


### ALL OTHER EMPLOYEES



## Ethnic/Racial Representation<sup>6</sup>

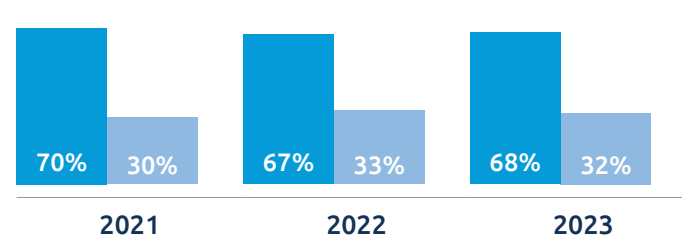
### TOTAL EMPLOYEES



■ WHITE ■ ETHNICALLY/RACIALLY DIVERSE

Year	Asian	African American	Hispanic/Latino	Other	Two or More
2021	14%	18%	10%	1%	2%
2022	13%	18%	11%	1%	2%
2023	14%	18%	11%	1%	2%

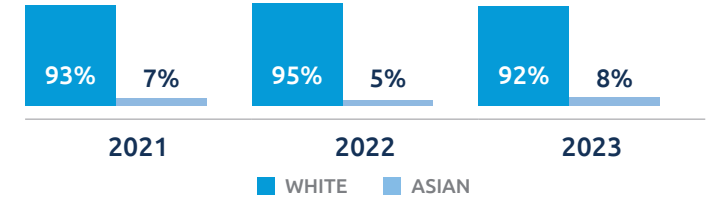
### MANAGERS



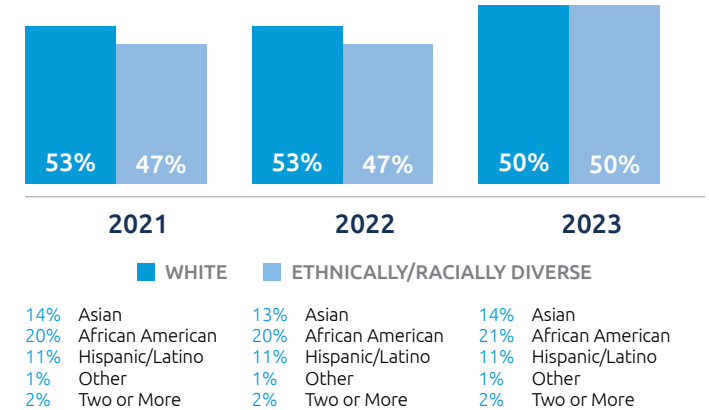
■ WHITE ■ ETHNICALLY/RACIALLY DIVERSE

Year	Asian	African American	Hispanic/Latino	Other	Two or More
2021	14%	6%	9%	1%	1%
2022	16%	5%	10%	1%	1%
2023	16%	4%	9%	1%	2%

## SENIOR LEADERS



## ALL OTHER EMPLOYEES



5. Data presented for the past three fiscal years ending December 31 for full- and part-time employees and reflects the EEO-1 job classifications. Senior Leaders align to Executive/Senior Level Officials and Managers, Managers to First/Mid-Level Officials and Managers, and All Other Employees to the remaining categories. Senior Leaders and Managers account for 1% and 15% of Total Employees, respectively. Numbers may not sum up to one hundred due to rounding.

6. Other refers to identifications for American Indian/Alaskan, Native, and Native Hawaiian or Other Pacific Islander. Two percent of all employees did not specify, including one percent of Managers and two percent of all other employees for the past three fiscal years, which are excluded from the charts.

# Governance

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Business Ethics &  
Enterprise Risk Management >

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Corporate Governance >





## Business Ethics & Enterprise Risk Management

Critical to our mission is achieving and sustaining business excellence by making the right decisions with integrity, corporate responsibility, and ethics. By doing so, we operate in ways that elevate the recognition and protection of the interests of our stakeholders: our customers (which include health insurers, self-insured employers, and other health plan sponsors), the plan members, our valued employees, our stockholders, and the communities we serve.

### Ethics, Integrity, & Compliance

MultiPlan is dedicated to upholding the highest standards of ethics and integrity throughout our organization. As with other areas of our business, our values are ever present. Their guidance forms the foundation of our business success, maintains our culture of honesty and fair play throughout our operations, and sustains our Company's reputation for excellence.

Our values are supported by a comprehensive set of business ethics and compliance policies and procedures. Combined, they reinforce the responsibilities everyone at MultiPlan shares to act and conduct themselves with integrity. Our commitment to responsible practices also extends to our business partners.

Our Code of Business Conduct and Ethics addresses the values of our Company and how we conduct business. It covers topics including compliance, conflicts of interest, ethical business practices, confidentiality, protection and proper use of assets and resources, accuracy of company records and finance-related reporting, gifts, outside activities and lobbying, integrity of information, fair employment practices, and reporting processes.

In 2023, we developed, and adopted in 2024, our inaugural ESG policy. The policy provides guidance for the entire organization on issues ranging from workplace inclusion, ethics, transparency, and environmental matters. In particular, the policy focuses on tracking, reporting, and identifying ways to minimize our environmental footprint. It profiles the importance of our mission to promote healthcare affordability and access, along with championing internal programs and policies that build a more equitable and inclusive workplace. In addition, the policy reinforces our commitment to strong ethics and integrity and an emphasis on our compliance program.

Another policy to encourage integrity in our business practices is our **Compensation Clawback Policy**. It grants the Company the right to recover compensation previously paid to certain executives in the event of fraudulent or inaccurate financial measures. This helps to mitigate financial risks and ensure employees comply with organizational rules and regulations.



At least annually, we review and update our compliance program to ensure that our policies and procedures are adhered to and able to detect and prevent any potential violations of laws or regulations. All employees, including staff, contractors, and temporary workers, must complete rigorous onboarding and annual refresher trainings focused on relevant regulations and compliance requirements. Anyone with access to PHI through our systems and applications must complete an additional set of training programs approved by our compliance officers. Further, our Board of Directors reviews our Code of Business Conduct and Ethics and our Fraud, Waste and Abuse Policy annually.

With healthcare costs central to our operations, we have implemented comprehensive protocols to empower our employees to voice their concerns freely so that any potential misconduct undergoes detailed investigation.



Reinforcing an ethical culture demands a commitment to educating our community on compliance fundamentals and upholding institutional safeguards to address such issues as they emerge. Our **Open-Door Policy** reinforces this initiative and facilitates honest and open communication.

#### ETHICAL & COMPLIANT BEHAVIOR

We comply with all anti-bribery, anti-corruption, and anti-kickback laws where we do business. At no point do our employees accept or offer gifts, favors, services, entertainment, or other things of value to the extent that they may influence our business or Company.

#### Annual Employee Trainings

- 1 CODE OF CONDUCT AND POLICY REVIEW
- 2 CONFIDENTIALITY STATEMENT
- 3 CONFLICTS OF INTEREST
- 4 DATA PRIVACY COMPLIANCE TRAINING
- 5 FRAUD, WASTE, AND ABUSE PREVENTION
- 6 GENERAL COMPLIANCE TRAINING
- 7 SAFE REMOTE AND MOBILE COMPUTING
- 8 SECURITY AWARENESS TRAINING



### WHISTLEBLOWER POLICY

Employees, network providers, and third parties are encouraged to report any real or perceived violation without fear of retaliation. They may report anonymously through our 24/7 third-party operated ethics platform or with their Manager, the HR department, the Compliance Officer, or directly to the Board's Audit Committee. Prompt and appropriate reviews of all complaints are conducted, and corrective actions implemented, when necessary. Our General Counsel receives each investigation, and the chair of the Audit Committee is immediately notified of any reports submitted through the online platform or the hotline. In 2023, none of the matters reported through the hotline or platform involved allegations of fraud, waste, or abuse.

## Risk Management

We believe our ultimate success is dependent on how well we manage the risks inherent to our business.

Our strategic risks are managed by our leaders, who actively engage with our internal auditors to ensure we are aware of and promptly address any current or emerging issues.

Over the past two years, we initiated a comprehensive, centralized enterprise risk management (ERM) program. This started with the establishment of the Risk Committee in 2022 to enhance our Board's risk oversight. The Committee is chaired by Mr. Richard A. Clarke, an internationally recognized cybersecurity and security risk management expert, and is responsible for reviewing the ERM assessment, management, policies, and procedures. Respective committee chairs brief the full Board each quarter on risk-related matters, which facilitates streamlined coordination across the committees' risk roles and areas of risk interrelationship.

The implementation of the ERM program was a critical step for our teams, management, and Board to transparently evaluate our cross-functional risks and management thereof. The process involved an enterprise risk assessment, which included a questionnaire to identify top risks in addition to a combination of

quantitative and qualitative surveys to assess the likelihood, impact, and availability of necessary controls.

The development of the risk registry and ongoing compliance efforts are directed by our internal auditors, who work collaboratively with the teams that have direct ownership of our priority risk areas. Each team actively manages strategic plans and develops, implements, and monitors our progress through effective operating controls and procedures. Day-to-day management of risk is the responsibility of our leadership team, while the Board provides oversight of the overarching risk strategy.

The Board and its committees receive routine updates from members of the leadership team and regularly review and discuss major risk exposures, their potential impact on the Company, and measures to manage them.

### ERM IN ACTION

Cybersecurity and data privacy are particularly important within MultiPlan's ERM program. With the establishment of the Board's Risk Committee, we are actively addressing current and emerging cybersecurity and technological issues to ensure there are appropriate safeguards to effectively address these risks. With the opportunities and associated risks and uncertainties presented by AI, this is a priority area for our Risk Committee in the coming year.

## Corporate Governance

MultiPlan recognizes that good governance is essential to promoting trust and confidence among our stakeholders and ensuring that all parties' interests are considered. By establishing strong organizational capacity and board oversight, we are well positioned for ongoing, long-term success.

### Structural Framework

Our governing documents underpin our corporate structure and operations. They reinforce our purpose, approach, and practices in addition to meeting the requirements set forth for a publicly traded company. As a whole, they provide clear and consistent rules and guidelines for our management and the Board, in addition to promoting transparency, accountability, and fairness in our decision-making.

- **CERTIFICATE OF INCORPORATION** Delineates the Company's legal structure and purpose
- **BYLAWS** Provide the standards for the Board and management to govern the Company
- **CORPORATE GOVERNANCE GUIDELINES** Detail the principles and practices the Board follows when carrying out their responsibilities
- **INVESTOR RIGHTS AGREEMENT** Defines the rights and responsibilities of certain investors in the Company
- **COMMITTEE CHARTERS** Set out the delegation of certain responsibilities of the Board to committees of the Board





## Board Oversight

The Board is instrumental in the stewardship of the Company. It provides guidance and oversight of management and corporate affairs, ensuring decisions are made in the best interest of the Company, stockholders, and other stakeholders. This involves active engagement in MultiPlan’s strategic plans and examination of critical aspects of its implementation with attention to compliance with applicable laws and regulations, assessment and mitigation of risks, and alignment to industry best practices.

To fulfill its duties, the Board generally meets quarterly as a whole and in separate sessions for its four standing committees. The committees are comprised of independent directors who impart their specific expertise and perspectives to the respective areas of oversight. The core oversight and responsibilities of each committee include:

- **AUDIT COMMITTEE** Oversee financial reporting, legal and regulatory compliance, and internal controls
- **COMPENSATION COMMITTEE** Review and approve executive compensation programs
- **NOMINATING AND CORPORATE GOVERNANCE COMMITTEE** Develop and recommend governance practices, execute board evaluations, manage the appointment and election of directors, and oversee the composition of Board committees
- **RISK COMMITTEE** Assess risk management, including cybersecurity, information security, and data privacy, and identify and mitigate risks that could potentially impact the Company

## Board Expertise

Our directors bring a variety of experiences, qualifications, attributes, and skills that are particularly valuable to the effective oversight of our Company and the execution of our corporate strategy.

During 2023, we expanded our Board’s insights on healthcare services and technology for healthcare payors and providers with the appointment of Mr. John Prince. His background complements the diverse expertise among our directors, which includes areas such as cybersecurity, the healthcare industry, risk management, and accounting and regulatory compliance, among others.

Multiple factors were and are considered when determining the best mix of individuals to serve on our Board. The Nominating and Corporate Governance Committee is responsible for reviewing the qualifications of potential director candidates and recommending them for selection by the Board, in accordance with any obligations and procedures outlined in the Investor Rights Agreement.

For the Board as whole, the Committee reviews the current size, existing director expertise, and fulfillment of potential needs.

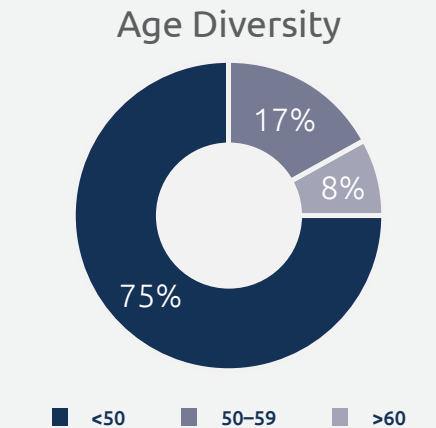
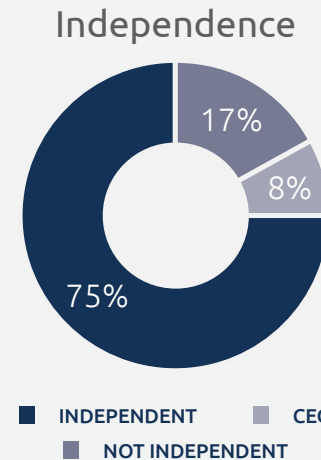
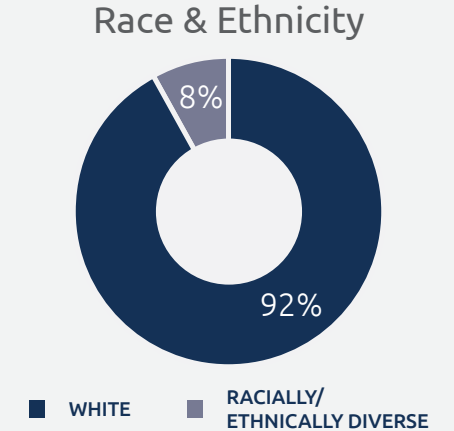
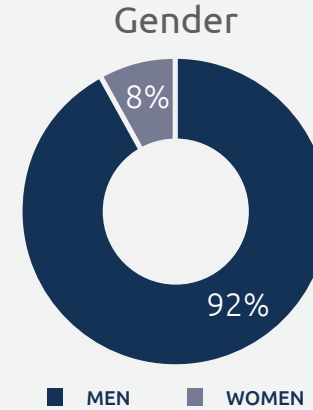
## Board Composition

Our Board was comprised of 12 directors at the end of our 2023 fiscal year. Five of the directors are designated pursuant to the Investor Rights Agreement, and 75 percent are deemed independent according to NYSE listing rules. Each of the directors serves a three-year term.

Our Board is led by a Chair, which role was held by Mr. Mark Tabak in a non-executive capacity following his service as CEO from 2002 to 2022. Alongside the Chair, we have a Lead Director, who ensures independent judgement is brought to sensitive matters. In connection with our CEO succession plan, which was announced in January 2024, Mr. Dale White assumed the Chair position in an executive capacity, replacing Mr. Tabak who stepped away from the Board in April 2024, and Mr. Travis Dalton, our President and CEO, assumed his executive position and was appointed to the Board on March 1, 2024.

For each candidate, individual qualifications are considered, which may include, but are not limited to, their strength of character, mature judgement, industry knowledge, and other characteristics such as age, diversity of background, and potential conflicts of interest. The Committee also considers the candidate's independence criteria as set forth by the New York Stock Exchange (NYSE) Listed Company Manual and any specific criteria required for service on the Board's committees.

As part of MultiPlan's board refreshment strategy, we have adopted term limits of 15 years and a retirement age policy. Annual performance evaluations are also conducted to assess the effectiveness of our directors, the Board, and its committees.



# Environmental

Sustainable Operations >



## Sustainable Operations

At MultiPlan, our operational strategy follows a “less is more” philosophy, emphasizing the identification and prioritization of essentials for our day-to-day business operations. We seek out actions in alignment with a commitment to serve our employees, customers, and communities.

We work to minimize our environmental impact while maintaining high performance and service standards by employing sustainable practices, such as remote work, and venturing into strategic partnerships.

### Our Facilities

With the embrace of a remote-first work environment, we are maintaining a steady or diminishing office footprint even as we grow. Each of our offices are subject to operating lease agreements, which limit the scope of the environmental improvements we can make within these spaces. Where opportunities exist, we integrate

environmentally conscious elements, such as energy-efficient lighting. We are also planning to position our Procurement Department as the lead for sustainable procurement practices.

When selecting new office locations, we prioritize features including efficient heating and cooling systems and green building certifications. Two of our leased office spaces are LEED Certified (Leadership in Energy and Environmental Design)—LEED Gold in Irving, Texas and LEED Silver in Lake Forest, California. Three other offices are Energy Star certified.



### Our 2023 Year-End Facilities

16

OFFICE LOCATIONS

2

CO-LOCATION SPACES

255.5K

SQUARE FEET OF  
LEASED OFFICE SPACE

~26.4%

YEAR-OVER-YEAR REDUCTION  
IN OFFICE SPACE



## Waste Management

Over time, we have cultivated a mindful strategy towards consumption and waste disposal by critically examining what we own and what we can repurpose. This mindset guides our approach to waste practices, both big and small.

**92%** IN-OFFICE PAPER REDUCTION FROM 2022 TO 2023<sup>7</sup>

**~42** PAPER RECYCLED IN 2023  
metric tons

### SMALLER RECYCLABLES

While the utilization of office materials, like paper and plastics, may seem minor in our daily operations, we acknowledge that even small, consistent amounts can lead to unintended impacts on our local communities and ecosystems over time.

7. The reduction of in-office paper was due in part to the transition to outsourced mailings.

8. Environmental impact estimates were calculated using the Environmental Paper Network Paper Calculator Version 4.0. For more information visit [www.papercalculator.org](http://www.papercalculator.org)

Over the past few years, we initiated a paper reduction campaign through an emphasis on digitization. As our Company progressed along this journey, our workforce transitioned to a remote-first work environment. This, along with our outsourced mailings and digitization initiatives, significantly impacted the reduction of our paper use and printing.

We have on-site plastic, metal, and paper recycling programs at all 16 of our physical locations. According to our two paper-shredding and recycling partners, they handled 42.1 metric tons of paper during fiscal year 2023. This represented a 28 percent decline from the prior year.<sup>8</sup>

### ELECTRONIC WASTE

As a tech company operating in a digital environment, managing electronic waste, or e-waste, is a top priority for us. We collaborate with third-party vendors to ensure the proper recycling and upcycling of our decommissioned electronic devices.

### OFFICE FURNITURE

As our remote work practices expand, our needs for office furnishings continue to evolve. Instead of discarding functional furniture, items that are no longer needed are donated, where possible, to charitable organizations.



**98%**  
EMPLOYEES WORKING PRIMARILY REMOTE IN 2023

## Commuting & Travel

Our remote-first work approach, adopted during the COVID-19 pandemic, is key to reducing our physical impact on the environment. Our hybrid and remote-work models enable our employees to work from home, which reduces the frequency of daily commuting and travelling. Currently, 98 percent of our workforce operates in a primarily remote capacity.

## Data Centers

We conscientiously assess our environmental impact, including an accounting of our data storage practices. Our approach involves selecting externally owned data centers that fulfill our security and operational requirements and align with our commitment to sustainability. Our chosen data centers have implemented sustainable measures, such as zero water consumption cooling systems and green building operational certifications, including LEED, Energy Star, and Green Globe. Furthermore, our data storage providers have established sustainability objectives, including initiatives to reduce greenhouse gas emissions.

Through our migration to cloud storage, we are reducing our footprint even further by eliminating on-site servers. During the past year, we completed the transition away from individual drives for all employees.



## Climate

Since we initiated our ESG strategy, we have been monitoring the development of legal and regulatory mandates concerning climate-related risks and opportunities disclosures, and staying apprised of the reporting expectations from our stakeholder base and voluntary frameworks, such as the Task Force on Climate-related Financial Disclosures (TCFD). We recognize the importance of data and transparency, and to this end, we underwent our first greenhouse gas (GHG) emissions assessment for the past two fiscal years in 2023. The assessment will serve as a baseline for informed decision-making on the sources and intensity of our GHG emissions.

### GREENHOUSE GAS EMISSIONS (TONS CO<sub>2</sub>E)<sup>9</sup>

	2022	2023
Scope 1	0.13	0.11
Scope 2 - Location Based	11,434	10,851
<b>Total Scope 1 &amp; 2 Emissions – Location Based</b>	<b>11,434</b>	<b>10,851</b>
Scope 2 - Market Based	11,659	11,325
<b>Total Scope 1 &amp; 2 Emissions – Market Based</b>	<b>11,659</b>	<b>11,325</b>

9. GHG emissions were calculated on an operational basis consistent with the GHG Protocol. For 2022 and 2023, respectively, the conversion factor sources included Defra 2021 and EPA 2023 for fossil fuels, USEPA eGrid 2021 USEPA eGrid 2023 for purchased, and 2022 Green-E Residual Mix Emission Rate (2020 Data) and 2023 Green-E Residual Mix Emissions Rate (2021 Data). Data reflects 100% of MultiPlan floorspace with Scope 1 relating to stationary emissions from direct fuel combustion and Scope 2 emissions consisting of purchased electricity and natural gas. Location-based calculations reflect the average emissions intensity of grids. Market-based calculations reflect emissions from electricity chosen by the Company and any contractual instruments. Energy and fuel use was 27.6M kWh and 27.6M kWh of purchased electricity and 2,289 ft<sup>3</sup> and 2,043 ft<sup>3</sup> of natural gas for 2022 and 2023, respectively.



The healthcare industry as a whole is estimated to account for 8.5 percent, or 533 million metric tons, of carbon dioxide equivalents (MT CO<sub>2</sub>e), of the U.S. greenhouse gas emissions.<sup>10</sup> Our proportionate contributions, by comparison, are far less, with substantially all of our emissions from our purchased electricity. Based on the EPA GHG equivalency calculator, our total scope 1 and 2 GHG emissions is similar to the annual energy used in approximately 1,284 homes.<sup>11</sup>

~4

Tons CO<sub>2</sub>E per person

GHG INTENSITY PER EMPLOYEE

11.3

Tons CO<sub>2</sub>E per mUSD

GHG INTENSITY PER REVENUE

10. Eckelman, M.J., Huang, K., Lagasse, R., Senay, E., Dubrow, R., Sherman, J. (December, 2020). Health Care Pollution and Public Health Damage in the United States: An Update. Environmental Health. [www.healthaffairs.org/doi/10.1377/hlthaff.2020.01247](http://www.healthaffairs.org/doi/10.1377/hlthaff.2020.01247)

11. EPA (2024). Greenhouse Gas Equivalencies Calculator. [www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results](http://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results)

## Ongoing Commitments

As a company deeply committed to advancing **transparency, fairness, and affordability** to the U.S. healthcare industry, our dedication to sustainability and ethical operations remains paramount. We recognize that our actions and operations have an impact on the world around us and we are dedicated to continuously improving our performance in the areas addressed in this report. We recognize that we are on a journey that will lead to greater transparency and progress in the years ahead. This report presents an update to our approach, the factors most relevant to our business, and the strides we have made thus far.


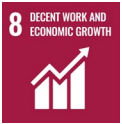

We are committed to regularly reporting on our progress and the ongoing evolution of our practices. We eagerly anticipate further advancements in our ESG program, with the aim of making a positive impact on the lives of our employees, customers, and communities in which we live and operate.



# Appendix

## United Nations Sustainable Development Goals

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) to drive solutions to overcome global challenges such as climate change, hunger, poverty, and gender equality, among others. As a company that strives to make healthcare more affordable and sustainable, we directly align with three of the UN SDGs in how we deliver our services, conduct our operations, and care for our teams.

UN SDGS	MULTIPLAN CONTRIBUTIONS	REFERENCE
	<ul style="list-style-type: none"> <li>We help deliver transparent, fair, and affordable healthcare in the U.S.</li> <li>We expand healthcare accessibility</li> <li>We support rural healthcare development</li> <li>We promote good health and well-being for our employees</li> </ul>	<p>See <a href="#">Healthcare Transparency &amp; Access and Benefits &amp; Wellness</a> sections</p>
	<ul style="list-style-type: none"> <li>We care about our employees' well-being and job satisfaction</li> <li>We invest in employee professional development and leadership opportunities</li> <li>We offer competitive benefits</li> </ul>	<p>See <a href="#">People Strategy</a></p>
	<ul style="list-style-type: none"> <li>We reduce gaps in healthcare affordability and accessibility for vulnerable groups.</li> <li>We advance diversity, inclusion, and belonging initiatives among our teams</li> <li>We help our employees afford higher education for their children through scholarships</li> </ul>	<p>See <a href="#">Healthcare Access and Diversity, Inclusion, &amp; Belonging</a></p>

### FORWARD LOOKING STATEMENTS

This MultiPlan ESG Report 2023 (this "Report") includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of present or historical fact included in this Report, are forward-looking statements. In some cases, you can identify forward-looking statements by terminology such as "may," "should," "could," "would," "expect," "plan," "anticipate," "intend," "believe," "estimate," "continue," "project" or the negative of such terms and other similar expressions that predict or indicate future events or trends or that are not statements of present or historical matters. These statements are based on various assumptions, whether or not identified herein, and on the current expectations of the Company and are not predictions of actual outcomes. Actual events and circumstances are impossible to predict and are beyond the control of the Company.

The Company cautions you that these forward-looking statements are subject to numerous risks and uncertainties, most of which are difficult to predict and many of which are beyond the control of the Company. Additional risks and uncertainties that could affect the Company and its financial results are included in the Company's most recent Annual Report on Form 10-K, as filed with the U.S. Securities and Exchange Commission (the "SEC"). These risks and uncertainties should not be construed as exhaustive and should be read in conjunction with the additional information set forth in other filings that the Company makes with the SEC from time to time, including cautionary statements included therein. All forward-looking statements in this Report are based on information available to the Company as of the date hereof, and the Company undertakes no obligation to update or revise the forward-looking statements, whether as a result of new information, changes in expectations, future events or otherwise.