

Living Our MISSION

Environmental, Social,
and Governance
Sustainability Report 2022



OUR VISION

TDC Group is guided by our vision: To build the preeminent organization for service to healthcare. As the nation's most trusted provider of medical malpractice insurance, risk management, and healthcare practice improvement solutions, we are powerful advocates for the healthcare community—and the communities in which we live and work.

WHAT IS ESG?

Environmental, social, and governance (ESG) factors can assist companies in identifying risks and opportunities that may not be captured by conventional financial metrics, to mitigate risk and enhance long-term financial performance. Environmental factors pertain to considerations such as climate risk, resource use, energy use, pollution, and waste management. Social factors include the company's relationships with employees, members, vendors, and surrounding communities, as well as diversity and pay equity. Governance factors include the company's financial strength, adequacy of internal controls, cybersecurity and data protection, enterprise risk management oversight, and board composition.

TDC Group is the marketing name for The Doctors Company and its subsidiaries and affiliated companies.

Serving over

100K

healthcare professionals and organizations nationwide

\$1B

in annual revenue

\$6.5B

in assets

"A"

financial strength ratings

WHO WE ARE

TDC GROUP

TDC Group (tdcg.com) is the nation's largest physician-owned provider of insurance, claims and risk management, and healthcare practice improvement solutions. Serving the full continuum of care—including physicians, dentists, advanced practice clinicians, medical groups of all sizes, hospitals, large health systems, and the life sciences industry—we help healthcare providers overcome the complexities of today's practice environment. TDC Group delivers proven solutions constantly refined through tireless innovation. We are defined by our depth of experience, commitment to service, unparalleled product offerings, and broad distribution capabilities.

THE DOCTORS COMPANY

Physician-owned and led for more than 45 years, The Doctors Company (thedoctors.com) is relentlessly committed to advancing, protecting, and rewarding the practice of good medicine. Today, as healthcare delivery continues to undergo unprecedented change, it's more important than ever to have a strong, trusted partner to help our members focus on what they do best—delivering care. The Doctors Company takes the mal out of malpractice insurance by helping hospitals and practices of all sizes manage the complexities and risk of today's healthcare environment—with expert guidance, resources, and coverage.

HEALTHCARE RISK ADVISORS

Healthcare Risk Advisors (HRA) is an industry-leading provider of comprehensive insurance and risk management

advisory services. For over 40 years, HRA (healthcareriskadvisors.com) has partnered with large and small New York hospitals, healthcare organizations, social service agencies, and clinicians to identify and solve their unique professional liability and other insurance needs. HRA takes pride in serving our members with an integrated approach to claims handling, risk management, and data analytics. With an overall goal of ensuring appropriate levels of coverage and access to best-in-class risk mitigation services and resources, HRA's services allow our members to focus their time and effort on the communities they serve.

TDC SPECIALTY UNDERWRITERS

TDC Specialty Underwriters (TDCSU) serves as the national excess and surplus (E&S) lines specialist within

TDC Group, focused on expanding product offerings to the rapidly evolving healthcare industry. TDCSU's experienced, recognized experts design E&S-driven liability solutions for a variety of healthcare organizations and professionals, including hospitals, physician groups, medical and long-term care facilities, managed care organizations, E&S physicians, and life sciences organizations. TDCSU (tdcspecialty.com) distributes its products through approved wholesale and selected retail brokers and is a company committed to ease of doing business and service innovation. TDCSU's mission is to manage and mitigate operational and financial risk in the provision of healthcare services.

MEDICAL ADVANTAGE

Medical Advantage (medicaladvantage.com) is an innovator in maximizing clinical and financial performance in value-based contracting, decreasing the cost of care, and improving quality. Medical Advantage's service and solution portfolio includes EHR optimization, performance dashboarding, implementation of healthcare analytics, billing and coding consulting, private equity advising, telehealth assistance, MIPS and MACRA consulting, and much more. These offerings continue to expand as Medical Advantage serves clients in navigating an ever-changing landscape of market, regulatory, and financial challenges through customized, actionable solutions. Medical Advantage's mission is to simplify the delivery of efficient, high-quality healthcare.

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WELCOME

to the Future of
Service to Healthcare

Richard E. Anderson, MD, FACP,
Chairman and Chief Executive Officer

The Doctors Company has always been guided by a fundamental belief:

That the practice of medicine should be advanced, protected, and rewarded. As The Doctors Company has grown over the years, we have sought likeminded organizations to partner with, and our vision has steadily expanded. TDC Group formalized the structure to serve the full spectrum of healthcare, including physicians, dentists, advanced practice clinicians, other healthcare providers, medical groups of all sizes, hospitals, medical facilities, large health systems, and the life sciences industry.

We are driven to protect those who provide superior care, reduce operational and financial risk in the provision of healthcare services, and simplify the delivery of high-quality healthcare. Our mission is the foundation of our ESG efforts, and we focus on ESG improvements and opportunities at all levels of our organization.

Our culture of service is created by our people—those who serve our members directly and those who support them. For many years, we have been proud to not only match employee donations, but to offer a monetary match for employee volunteer hours donated to a wide variety of worthy organizations, including a children’s grief-counseling center and safe space in Michigan and a fresh food reclamation project fighting food insecurity in California.

TDC Group is dedicated to implementing ESG improvements that have led to impactful changes. Our ESG efforts focus on key issues that promote long-term sustainability. We have integrated ESG issues into our board oversight, strategic planning, and business operations. In so doing, we strive for corporate social responsibility and the fair treatment of our members and employees, while supporting the physical, social, and environmental health of the communities we live and work in.

ANCHORED IN PURPOSE AND DRIVEN TO SERVE

Serving those who provide care is in our DNA. We cannot serve without sustainability, so we recognize our responsibility to identify risks and opportunities in ESG areas—even as we continue to witness a dramatic acceleration in the evolution of healthcare.

We have identified as our greatest ESG risks and mitigation priorities a challenging regulatory environment, the volatility of financial markets, and ever-escalating cybersecurity risk.

TDC Group is also focused on increasing our workforce diversity, equity, and inclusion. We prioritize attracting and retaining talent to ensure we have a quality workforce in the future—one that mirrors the diversity of the healthcare profession we serve.

We base our actions on one powerful, fundamental principle: When we all work together to promote quality in healthcare and improve our profession, society is the better for it.

Now more than ever, the rapid pace of change in healthcare demands an organization solely devoted to serving those who provide care. I am proud to say that TDC Group, anchored in purpose and driven to serve, is built to meet the needs of healthcare now and in the future.

A handwritten signature in black ink that reads "Richard E. Anderson MD". The signature is written in a cursive, professional style.

FOCUSED ON EMPLOYEE SATISFACTION

- ▶ Medical Advantage was named one of *Modern Healthcare's* Best Places to Work for 2019, 2020, 2021, and 2022.
- ▶ The Doctors Company is Certified™ as a Great Place to Work.®



DEDICATED TO SERVICE

The Doctors Company has three community investment programs: Corporate Charitable Giving, Employee Gift Matching (matching monetary and volunteer hour donations), and The Doctors Company Foundation, which provides support for patient safety education for healthcare professionals in training and in practice, and patient safety research with clinically useful applications.

2022 NUMBERS



employee matching requests granted



community organizations receiving matching donations



organizations receiving contributions through corporate charitable giving



matched volunteer hours



in grants to date from The Doctors Company Foundation

Reflections on the Three-Year Anniversary of the COVID-19 PANDEMIC

As we pass the three-year anniversary of the COVID-19 pandemic and the end of the federal Public Health Emergency (PHE), it is a time for reflection, looking back on the exceptional challenges faced, the incredible heroism we witnessed from all healthcare professionals, and the lessons learned. The care provided by doctors, nurses, and hospitals during the pandemic was delivered under conditions unimaginable in the United States—in many cases, more suited to the battlefield than medical offices. It is mission-based medicine at its finest.

Healthcare's ability to respond rapidly in unprecedented circumstances continues to amaze us. Responding to a once-in-a-lifetime crisis meant “building the airplane while it was flying.” There was a world shortage of goods and of knowledge about how to deal with the virus, and yet a vaccine was developed and disseminated in record time. The lessons learned from activating crisis plans during such an extreme emergency will inform improvements and advancements in healthcare for years to come.

Early in the pandemic, the term “Healthcare Heroes” was coined. Across the country, and the world, healthcare

professionals were celebrated for their courage under fire. COVID-19 provided a window into their work to alleviate suffering and prolong life—heroic efforts they have been doing every day, even before and after the pandemic.

Challenges still remain—the end of the federal COVID-19 PHE, caring for long COVID patients, high levels of burnout in healthcare, staffing shortages, and addressing the system stresses laid bare by the pandemic. But this is a time to honor incredible achievements and once again recognize healthcare professionals for their untiring service.

Those we serve—
doctors, healthcare
professionals,
and healthcare
organizations—were on
the frontlines of the
unprecedented crisis.
We were led by an
important goal:
Serving you as you
care for all of us.

SERVING HEALTHCARE DURING THE PANDEMIC

TDC Group recognized very early in the COVID-19 pandemic that those we serve—doctors, nurses, and healthcare organizations—would be on the frontlines of this unprecedented crisis. As our healthcare systems were being tested to the limit, TDC Group was led by an important goal: Serving you as you care for all of us.

Practices racing to respond to COVID-19 needed one reliable source for the most up-to-date information as developments in the pandemic changed nearly hourly. By the time coronavirus cases began to skyrocket across the country in late February 2020, we had built a comprehensive online resource center to serve healthcare throughout the crisis, featuring original, data-driven content from our risk management and insurance experts. The resource center was continually updated to address healthcare providers' concerns as the pandemic evolved, including:

- ▶ Guidance on liability coverage concerns.
- ▶ Preparing a practice for COVID-19 patients.
- ▶ Temporarily closing a practice.
- ▶ Best practices for telehealth.
- ▶ How to safely reopen a practice.
- ▶ Vaccine FAQs and guidance for communicating with vaccine-hesitant patients.
- ▶ Insights on lessons learned throughout the crisis.

This resource center has been visited over 500,000 times since it was launched. We also provided our resources through emails and social media platforms, where our content received over 3.5 million views and 42,000 engagements.

Many healthcare providers faced the possibility of closing their practice and laying off staff members due to reduced procedures and patient visits—we helped them keep their businesses open through premium payment deferral and adjustment of insurance coverage levels.

During the pandemic, we provided more than 13,000 premium deferrals and over 5,000 premium reductions totaling nearly \$20 million. The Doctors Company's medical malpractice policy offered automatic telehealth coverage, and we also provided coverage free of charge to retired members who volunteered during the crisis.

Focus on COMMUNITY PROGRAMS

TDC Group is committed to building healthy communities and improving access to healthcare. We are proud to support our employees and members in addressing social determinants of health, including equity issues, through community investment programs.

CORPORATE CHARITABLE GIVING PROGRAM

We are committed to reflecting the values of our members and employees, as we partner with 501(c)3 nonprofit organizations in the communities in which we have a significant presence. Our investments aim to address the social determinants of health—creating environments that promote good health for all.

By funding local nonprofit partners who know their individual community's needs, we can help to reduce inequities,

build resilience, and improve community members' capacity to succeed. Our nonprofit partners do this by providing:

- ▶ Safety net services such as food, emergency and short-term housing, and financial assistance.
- ▶ Help for families who have suffered losses during the pandemic or natural disasters.
- ▶ Healthcare and mental health services.
- ▶ Safe places to stay for those affected by domestic and sexual violence.
- ▶ Improved educational outcomes for underrepresented youth.
- ▶ Culturally competent services that address social, economic, and racial inequities.

SPOTLIGHT ON SUPPORT FOR RURAL HEALTHCARE

San Ysidro Health provides innovative care to hundreds of thousands of patients through an integrated network of 50 program sites across San Diego County. Obstacles faced by patients in rural areas are vastly different than those in urban San Diego. Residents of rural areas are less likely to have health insurance and face geographical challenges. Lack of transportation affects families' access to essential health services to prevent, diagnose, and treat health conditions, as well as their ability to obtain needed medications and nutritious food.



"Through the generosity and support from The Doctors Company, San Ysidro Health is able to provide much needed healthcare services to our rural families living on farms and in isolated trailer parks and homes. Many of our patients moved to rural East San Diego County because they can't afford to live in the city or the suburbs. If not for our rural clinics, senior home meal delivery services, and pharmacy, many residents would find it difficult to manage their chronic illnesses and access vital care."

Ana Melgoza, MPA, Vice President of External Affairs



Q&A on

COMMUNITY INVESTMENT

Elizabeth Healy

Vice President, Government and Community Relations

How do we proceed as we begin to exit the COVID-19 pandemic but continue to address the inequities made vividly clear during that time? Elizabeth Healy, Vice President of Government and Community Relations, shares how employees and nonprofit partners of TDC Group support the health of the communities we serve—in and out of the clinical setting.

Q. What are the latest developments in our Corporate Charitable Giving and Employee Gift Matching programs?

A. We have increased our investment in organizations that support equity in healthcare access and treatment. This is a key component of our longstanding commitment to addressing the social determinants of health. For instance, we are partnering with organizations that support both the success of physicians of color and the healthcare access of patients from a variety of ethnic backgrounds and identities.

Q. What projects, programs, and positive developments are you excited about right now?

A. Our leadership team and Board of Governors continue their commitment to a five-year plan that proposes an increase of 25 percent each year across the programs, more than doubling the current philanthropic efforts of our community investment programs in 2026. To amplify the impact of the funding increase, in 2022 we launched

Our investments aim to address the social determinants of health—creating environments that promote good health for all.

a new Workplace Giving platform to help employees more deeply engage with our community investment programs. In October, our employees rallied for October Double Gift Match month, where their donations were matched at 200 percent, engaging new participants and significantly increasing total contributions to charitable organizations.

Q. What are some of the most memorable positive impacts that you've seen from our community giving programs?

A. It feels especially significant now how much our employees and the company have stepped up to help those affected by rising inflation and crises brought on by natural disasters and conflicts. In response to these needs, our fight against food insecurity continues. As communities began to see some relief from the pandemic, rising prices once again had families making difficult decisions about how to spend their dollars. Matched donations to organizations providing safety net services help to fill the gaps and strengthen our communities.

Focus on INVESTMENT PROGRAMS

TDC Group has a long track record of investing in ESG initiatives and aligning with partners that reflect commitment to a shared mission of increasing diversity, equity, and inclusion (DEI), allowing us to create community benefits as we create value for our members.

Nearly \$4 billion, or 70 percent, of our investment portfolio is under ESG/DEI investment management as internally rated. In addition, more than two-thirds of our invested assets are managed by firms that have demonstrated a strong organizational commitment to these areas.

Included in our commitment to ESG and DEI is participating in the California Organized Investment Network's (COIN's) mission, which is "to guide insurers on making safe and sound investments that yield environmental benefits throughout California and/or social benefits within the State's underserved communities." COIN-qualified capital is allocated to

investments in communities traditionally underserved in financial markets and to environmental projects promoting sustainability in California.

Under the leadership of T.C. Wilson, Chief Investment Officer (CIO), TDC Group has approved a minimum allocation of 1 percent of total group invested assets in COIN-qualified strategies. Mr. Wilson serves on the COIN Advisory Board.

Mr. Wilson was honored to win a Spotlight Award from COIN for representing and confirming TDC Group's commitment to investing aligned with COIN's mission.





Q&A on SUSTAINABILITY AND INVESTING

T.C. Wilson
Chief Investment Officer

In 2017, T.C. Wilson took on the role of Chief Investment Officer, after providing 18 years of expert guidance as our company’s investment consultant. Wilson shares how TDC Group is growing into a leader in ESG investing within the medical professional liability insurance and healthcare services sectors.

Q. What attracted you to the California Organized Investment Network’s (COIN’s) mission?

A. As a mission-based company with headquarters in California, we seek to align ourselves with other mission-based initiatives, including COIN. COIN provides us with investment opportunities that are consistent with our sustainability objectives by offering the social and environmental benefits of impact investing—whether it’s investing in renewable energy to combat climate change, or investing in areas that support underserved communities or small businesses affected by natural disasters.

Q. How do you see COIN’s goals aligning with TDC Group’s goals for its investments?

A. For TDC Group, the objective of a dedicated COIN investment portfolio is to promote the company’s ESG/DEI engagement as a corporate citizen by building a well-diversified portfolio of complementary ESG/DEI investments.

We are most interested in investments that align with TDC Group’s mission. Because we serve healthcare providers,

Nearly \$4 billion of our investment portfolio is under ESG/DEI investment management as internally rated.

we might be drawn to an investment project that supports affordable housing, which connects to increasing access to quality healthcare. It may also mean investing in companies that lower the total cost of care, improving patient outcomes and expanding access to care for rural communities and underserved populations, while still achieving attractive market-rate risk-adjusted returns. The connection to healthcare

can be direct and immediate, or can emerge in longer-term outcomes.

Q. Can you speak to TDC Group’s ESG and DEI investments elsewhere in the country? How do you determine whether an opportunity meets TDC Group standards for ESG/DEI?

A. On the DEI side, we look at the ownership structure of prospective money management firms. When scoring those firms, we will give credit to those firms that are minority owned. At year-end 2022, we engaged three woman-owned firms that manage a combined \$375 million of TDC Group’s assets. On the ESG side, we can see impacts in renewable energy projects in solar and wind across the world. Affordable housing investments across the U.S. often draw our attention, too, because they can connect to healthcare, and from a return and risk perspective, there are attractive opportunities.

Q. What kinds of positive community or environmental impacts do you see from TDC Group’s investments?

A. One of our most impactful efforts is investing in California municipalities

to benefit underserved communities in areas such as Oakland, Alameda, San Jose, and Los Angeles.

We also have impact investments in energy conservation and renewable power. Specifically, one of our renewable investments focused on providing solar panels in California, Massachusetts, and New Jersey, and it resulted in an estimated 788,000 metric tons of water saved, 44,000 homes powered with clean energy, and 275,000 metric tons of CO2 emissions avoided.

Q. What are your goals in terms of increasing our ESG and DEI investing over time?

A. There really isn’t a limit to our ESG and DEI investing potential. As long as the investment meets our investment objectives and has the potential to generate attractive risk/return characteristics, we’ll consider it. We will not limit our ESG and DEI exposure, and we want to expand our ESG and DEI investing wherever an opportunity makes sense from both a prudent investing perspective and an ESG/DEI perspective.

Focus on DIVERSITY AND INCLUSION

TDC Group prioritizes attracting and retaining talent to ensure we have a quality workforce now and in the future—one that mirrors the diversity of the healthcare profession we serve. Just as diversifying our financial portfolio makes us stronger, promoting a corporate culture of diversity, equity, and inclusion makes us an employer of choice and drives our exceptional service and innovative solutions to our members.

TDC Group focuses on:

- ▶ Recruiting and maximizing our diversity outreach.
- ▶ Offering consistent employee development and advancement opportunities.
- ▶ People accountability with annual diversity and inclusion training.
- ▶ Annual succession planning with a focus on diversity, equity, and inclusion.

- ▶ Employee retention by providing competitive pay and benefits and encouraging a healthy work-life balance.
- ▶ Obtaining actionable insights to create an inclusive workplace through annual participation in the Great Place to Work Culture and Engagement Survey.
- ▶ Partnering with women- and minority-led companies/vendors.
- ▶ Gender equality and fair pay practices for all employees through annual compensation studies.

The majority of management roles at TDC Group are held by women.

A PEOPLE-FOCUSED CULTURE

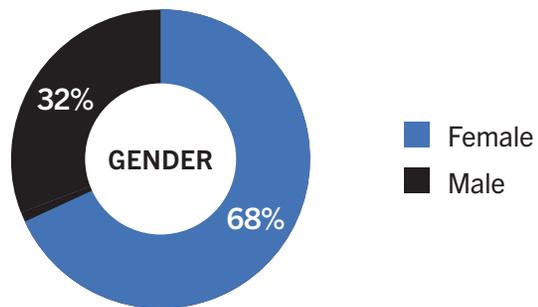


Rachel Nelson
Vice President,
Human Resources

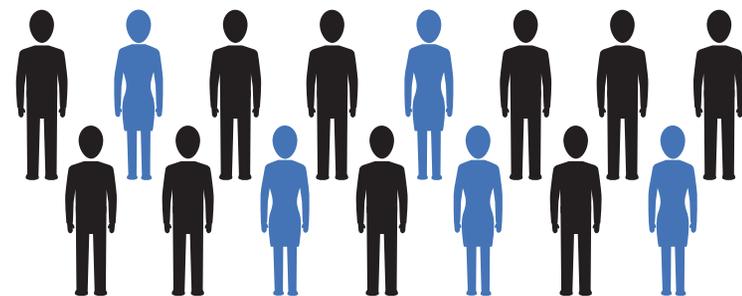
We recognize the value of diversity and the importance of advancing a culture of inclusion. We are committed to treating each other with respect and valuing the insights and perspectives contributed by people from diverse backgrounds, genders, ages, experiences, abilities, and sexual orientations. In a recent all-employee survey, 93 percent of employees reported that people at TDC Group are fairly treated regardless of race, gender, sexual orientation, or age.

Promoting a people-focused culture is a fundamental part of our talent strategy. We intentionally and regularly seek employee feedback—inviting every voice to be heard as we continue our ongoing efforts to increase employee engagement, manage associated risk, retain talent, and improve the overall employee experience.

TDC GROUP EMPLOYEE DEMOGRAPHICS



TDC GROUP BOARD OF GOVERNORS DEMOGRAPHICS



ENVIRONMENTAL

Impact

AS A STEWARD OF OUR NATURAL RESOURCES, TDC GROUP IS FOCUSED ON SUSTAINABILITY

THE DOCTORS COMPANY

The Doctors Company's Napa office has been recognized for 10 years by the Napa Valley Recycling and Environmental Awareness Team as one of the South County Business Recycling Leaders.

TDC SPECIALTY UNDERWRITERS

TDCSU follows suit by leveraging recycling wherever possible, leases office space in a green building, and uses paperless delivery with all correspondence and policy information.

HEALTHCARE RISK ADVISORS

HRA works in a building that uses 100 percent green power, with smart technology for lighting and energy. HRA leadership has also supported their building's mandatory recycling program with more plentiful recycling containers and has provided all employees with a reusable water container. In 2022, HRA removed paper coffee cups from its kitchen and pantries and provided reusable ceramic mugs for all staff to use. This has made a positive impact on the environment and reduced costs for the company.

MEDICAL ADVANTAGE

Medical Advantage is paperless, and recycling is available in all offices. Having embraced remote work tools even before the pandemic that reduced their offices' carbon footprint and reduced employees' use of fuel in commuting, they are now making plans to further leverage green technology.

Over the years, we have committed \$50 million in global renewable energy investments, and we are planning to make additional commitments in 2023.



TDC Group's expanded telehealth resources improve patient access to care and reduce environmental impact by cutting down on patient trips to medical offices for care.

TDC GROUP EXPANDS TELEHEALTH SUPPORT

TDC Group provides ever-growing resources for healthcare providers to effectively implement telehealth, thereby improving access to care and reducing environmental impact by cutting down on patients' trips to medical offices for care that could safely be provided remotely.

While The Doctors Company has included telehealth coverage automatically with professional liability insurance coverage for years, and Medical Advantage has long offered telehealth consulting, the early COVID-19 pandemic prompted us to expand our support for telehealth in all arenas.

From updated informed-consent documentation, to expert assistance navigating the shifting sands of the telehealth regulatory landscape, to a stream of clinical updates regarding best practices for remote triage and physical exams—and, crucially, guidance regarding when to insist patients be seen in person—our companies led our industry in supporting healthcare providers ramping up their provision of telehealth.

SOCIAL Impact

TDC Group is committed to building healthy communities, improving access to healthcare, and addressing the social determinants of health. Our commitment is reflected in the financial and volunteer contributions of our employees, corporate charitable donations that directly support communities where we work, and patient safety research and education grants for healthcare professionals in training and in practice through The Doctors Company Foundation.

NAVIGATING SOCIAL DYNAMICS FOR A STRONGER DEFENSE

When a healthcare provider faces litigation, TDCSU's defense panel selection process prioritizes representation from the start, ensuring that women and members of minority groups are among the attorneys and experts on the team.

TDCSU leadership knows that as the U.S. population becomes more

diverse, our juries do likewise, and communication is easier when experts are more reflective of the community they work in. Healthcare providers need and deserve a professional liability insurer and defense team who can navigate changing social dynamics, relating well to juries to present a strong defense.

ENGAGING YOUTH TO PROVIDE VISION AND HOPE



Rosalind Raiford, Senior Claims Specialist at The Doctors Company, does important volunteer work for Vision Theatrical Foundation. Oftentimes, she works inside the Clark County Juvenile Detention Center under the strict direction of the Juvenile Justice System. The Foundation's 2nd Chance Job Skills and Life Skills workshops she helps lead are designed to engage youth in open and honest communication to address harmful behaviors and choices. The programs

provide them with tools, mentoring, and a safety network that increases their self-sufficiency and confidence to be successful in high school graduation, higher education, and the workforce.

Volunteers in this program, like Raiford, focus on providing vision and hope and supporting each participant in developing their own action plan once they leave the system. "I'm a witness to how we are changing and saving the lives of thousands of young people, some who find themselves in desperate situations," Raiford said, "because, as we know, there are two things you get every day: a chance and a choice." To date, Raiford's efforts alone in the Matching program have added more than \$18,000 in funding to multiple nonprofits.

In 2022, our community investment programs matched 502 employee grants requests, giving to 334 community organizations. We also matched 1,800 employee volunteer hours with monetary donations.

THE DOCTORS COMPANY FOUNDATION: FUNDING PATIENT SAFETY RESEARCH, EDUCATION, AND TRAINING TO IMPROVE CLINICAL OUTCOMES

The purpose of the Foundation is to support patient safety education for healthcare professionals in training and in practice, and patient safety research with clinically useful applications. With this in mind, we focus on innovative projects/activities that develop knowledge, techniques, and tools whose application reduces or eliminates risk of adverse events that cause harm to patients while under care.

The Foundation is a charitable organization with 501(c)3 nonprofit status. It is governed by a Board of Directors that includes physicians and corporate representatives. The board is chaired by William C. Rupp, MD, former Chief Executive Officer of the Mayo Clinic in Florida.

Recent grants emphasize innovation and disseminating findings for widespread use to improve patient safety across the healthcare community:

- ▶ **Johns Hopkins University:** “Reinventing Fall Risk Assessment Tools and Clinical Decision Making Through Data,” to develop a tool that is automated, standardized, individualized, dynamic, and can be integrated into nursing and physician workflows.
- ▶ **UMass Memorial Health Care:** “Reducing Infections in Post-Surgical Events (RISE),” to support the creation of a tool that will increase the efficiency of infection preventionists who are working to detect surgical site infection events.
- ▶ **Ariadne Labs, a joint center for health systems innovation at Brigham and Women’s Hospital and the Harvard T.H. Chan School of Public Health:** “OR Crisis Checklists, Second Generation,” to support the improved capacity of clinicians to rescue patients from complications and to minimize the resultant harm.
- ▶ **University of Michigan:** “Immersive Medical and Nursing Education and Simulation for Trainees,” using a HoloPatient to teach bedside procedures to support the development of a procedural training platform that will drive hands-on skill development.

SOCIAL IMPACT BENCHMARKS

- ▶ Employee retention is consistently at 90 percent or higher, and TDC Group provides robust Employee Assistance Programs that help our employees address workplace safety, family health, legal concerns, emotional concerns, child and elder care issues, and more.
- ▶ Third-party gender pay equity studies for The Doctors Company found no issues of concern. This analysis is repeated every 18 months at all strategic business units of TDC Group.
- ▶ TDC Group is committed to addressing inequities in healthcare access and safety, including those created by implicit bias. Our Leading Voices in Healthcare resource center brings together top experts to share insights, data, and guidance to help achieve better and more equal care outcomes.
- ▶ The Department of Patient Safety and Risk Management also provides educational resources to help healthcare professionals reduce communication-related patient safety risks and communicate well with patients in environments rich in cultural and linguistic diversity.

GOVERNANCE

Impact

Our Board of Governors provides strong oversight on our ESG efforts, with robust technology and processes that protect our members and assets. TDC Group is committed to conducting our business with honesty, integrity, and the highest level of ethics. Our financial success has been built on a conservative business philosophy designed to fully empower our people in support of our mission and create long-term financial viability and success. We have integrated ESG considerations into our business operations, strategic planning, and succession. Our Triennial Financial Exams have consistently shown no issues related to our corporate governance practices.

The Nominating and Governance Committee is responsible for our governance structure and processes. These include reinforcing our strong ethical culture, such as through the ratification of the Corporate Governance

Annual Disclosure (CGAD) report. The committee also oversees board recruitment and board diversity, for which we exceed all regulatory requirements. Our Finance and Risk Committee is responsible for the oversight of material financial risk, including scenario planning and the ratification of our Own Risk and Solvency Assessment (ORSA) Report.

Our Audit Committee oversees our Enterprise Risk Management activities with regular reviews of any issues that arise. Our Technology and Cybersecurity Committee oversees our technology advancement, cybersecurity risks, and data security. The Investment Committee oversees our investment policies and practices that support corporate social responsibility efforts, including oversight of our corporate investment managers who integrate ESG considerations into asset allocation and investment decision making.

CYBERSECURITY PROTECTS HEALTHCARE PROFESSIONALS AND SYSTEMS—NOT JUST DATA



Deepika Srivastava
Executive Vice
President, MPL

Healthcare-related organizations remain top targets for hackers, so TDC Group partners with industry-leading cyber firms to continually test and mature our defenses.

TDC Group serves the entire spectrum of care—from small practices to large health systems and hospitals, to vaccine and medical research companies, and more. Cybersecurity remains vital to sustaining and achieving our vision as we build the preeminent organization for service to healthcare.

Data security is one of the many ways we fulfill our commitment to supporting healthcare professionals and maintaining resilient healthcare systems.



Q&A on

OUR CODE OF ETHICS

Bryan Lawton, PhD

Chief Governance and Corporate Development Officer and Chief Ethics Officer

Governance consideration includes a company's leadership, executive pay, audits, internal controls, and member rights. Central to our internal controls is our Code of Ethics.

Q. How does the Code of Ethics reflect the values of TDC Group?

A. We follow a specific, well-articulated Code of Ethics, with biannual training for all. This Code applies to each employee, including all officers, and the Board of Governors. The behaviors that are exemplified in this Code are guided by our values that are at the core of who we are and what we do. Our values and core beliefs define our culture and set forth expectations for how we conduct our work.

Our values are professionalism, service, and dedication to our mission.

We put our values into action by demonstrating them through our behaviors, decisions, and interactions every day. When faced with decisions,

sometimes the answer is clear and the right decision is easy. Other times, decisions can be complex, and guidance is needed. While direct communication with a supervisor is often the best course, we also maintain an ethics hotline and ethics portal for anonymous reporting.

Q. What's the benefit of maintaining an ethics hotline and online portal, in addition to other procedures for employee reporting of ethical concerns?

A. An ethics hotline provides an opportunity to gather more information than some other reporting methods. For instance, if an employee leaves just a brief anonymous note about their concern, it can be harder to determine the best next steps.

Q. If an employee wishes to remain anonymous, they may do so through the ethics hotline or portal. What's the benefit of this?

A. Some employees are more comfortable providing an anonymous report. This is especially true if they fear retaliation—which they may do because of a bad prior experience elsewhere, even if their current supervisor at TDC Group would be responsive to their concerns. By maintaining access to anonymous reporting, we improve our odds of hearing about potential issues sooner—and sooner is always better when responding to ethics concerns.

Q. How does the ethics hotline or portal help us support the principle of nonretaliation?

A. Anonymity protects a potential whistleblower against retaliation in the simple sense that it conceals their identity. Maintaining this open posture to receiving anonymously reported employee concerns demonstrates TDC Group's commitment to nonretaliation, which is protective in a larger sense.

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