



2022

SUSTAINABILITY REPORT

EVOLVE.
ELEVATE.
EXECUTE.



ABOUT THIS REPORT

This report provides an overview of Cross Country’s operations related to social, governance and environmental topics for the calendar year January 1 through December 31, 2022. It includes information from our operations in the United States.

We are reporting in reference with the 2021 Global Reporting Initiative (GRI) Standards and the International Sustainability Standards Board’s SASB Standards.

Certain information contained in this report relates to or is based on studies, publications, surveys and other data obtained from third-party sources and our own internal estimates and research. While we believe these third-party sources to be reliable as of the date of this report, we have not independently verified, and we make no representation as to the adequacy, fairness, accuracy or completeness of any information obtained from third-party sources. In addition, the data included in this report involves assumptions and limitations, and there can be no guarantee as to the accuracy

or reliability of such assumptions. While we believe our own internal research is reliable, such research has not been verified by any independent source.

In addition to historical information, this Sustainability Report contains statements relating to our future results (including certain projections and business trends) that are “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 (The Exchange Act), and the Private Securities Litigation Reform Act of 1995, and are subject to the “safe harbor” created by those sections. Words such as “expects,” “anticipates,” “intends,” “plans,” “believes,” “estimates,” “suggests,” “appears,” “seeks,” “will,” “could,” and variations of such words and similar expressions are intended to identify forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause our actual results and performance to be materially different from any future results or performance expressed or implied

by these forward-looking statements. Factors that may cause such differences include, but are not limited to, those discussed in the section titled “Item 1A- Risk Factors”, and other documents that we file from time to time with the Securities Exchange Commission (SEC).

Although we believe that these statements are based upon reasonable assumptions, we cannot guarantee future results, and readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management’s opinions only as of the date of this report. There can be no assurance that (i) we have correctly measured or identified all of the factors affecting our business or the extent of these factors’ likely impact; (ii) the available information with respect to these factors on which such analysis is based is complete or accurate; (iii) such analysis is correct; or (iv) our strategy, which is based in part on this analysis, will be successful. Except as may be required by law, the Company undertakes no obligation to update or revise forward-looking statements.

A LETTER FROM OUR CEO

As I look back on my first year as CEO and President, I am proud to say that the culture of Cross Country has never been stronger. We are honored this year to have earned top workplace recognitions from Energage and Clearly Rated and the Best Companies for Happiness Award from Comparably.

Cross Country was formed 37 years ago with a mission to connect people and jobs through innovative solutions that enable healthcare practitioners and organizations to achieve their goals in cost-effective ways while always maintaining the highest level of care for the patients they serve. The challenges our industry has faced over the past few years have not relented post-pandemic. As labor shortage intensifies, innovative workforce models and technology solutions are needed to reduce employee burnout, restructure hiring processes, and deliver operational efficiencies.

In response, we launched Intellify™, our proprietary, cloud-based vendor management system, and Xperience, our candidate portal. Intellify™ provides our clients with the meaningful data they need to make informed hiring decisions through a streamlined process, saving time and resources. Intellify™ may be used as a managed service provider tool, a vendor neutral tool or a hybrid, to meet the needs of our clients, thus providing an innovative solution for each client. Xperience's real-time applicant matching and ability to self-select interests and schedules gives our candidates greater flexibility to fit

their personal needs and professional goals. We continue to drive and transition our efforts to provide best-in-class service offerings to meet our client needs. Our acquisitions of Mint Physician Staffing, Lotus Medical Staffing and HireUp were also pivotal to advance our locums tenens platform and strengthen our position in the talent management landscape.

We wouldn't be able to offer such creative solutions without our long-standing commitment to diversity, equity and inclusion (DEI). DEI is the cornerstone of our business: our corporate, healthcare and education professionals reflect the diversity of the clients and communities we serve. Then we foster an inclusive and equitable workplace culture in which we all can learn, advance and thrive. Our remote workforce and flexible work models have been instrumental to reaching talent and communities across the country. In 2022, we launched new partnerships with the National Black Nurses Association and the Florida Diversity Council to join others in helping increase access to healthcare and education and to expand our community outreach and philanthropy.

We also understand that we are members of the global community and as such we must be conscious of our environment. Climate change and loss of biodiversity harm both human and planetary health. In 2022, we focused on refining our environmental data collection to better understand our environmental impact. And in the home state of our headquarters, we partnered with Conservation Florida as a corporate sponsor for its This Brand Saves Land philanthropy campaign.

Our approach to ESG related risks and opportunities has been bolstered with our first ESG Topic Assessment exercise, our stakeholder outreach initiatives and the realignment of key risk oversight ultimately accorded to the Board and Board committees.

These are but a few of our talented team's accomplishments in 2022. As we pledge to expand our social, governance and environmental efforts, I am excited about our journey ahead.



As we pledge to expand our social, governance and environmental efforts, I am excited about our journey ahead.

A stylized, handwritten signature in blue ink, representing John A. Martins.

JOHN A. MARTINS
CHIEF EXECUTIVE OFFICER AND PRESIDENT

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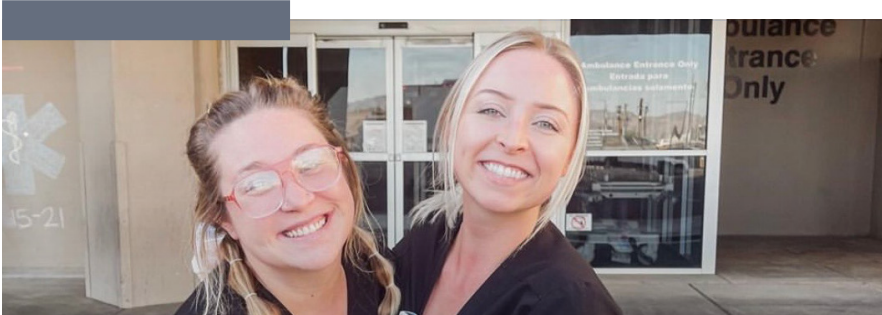
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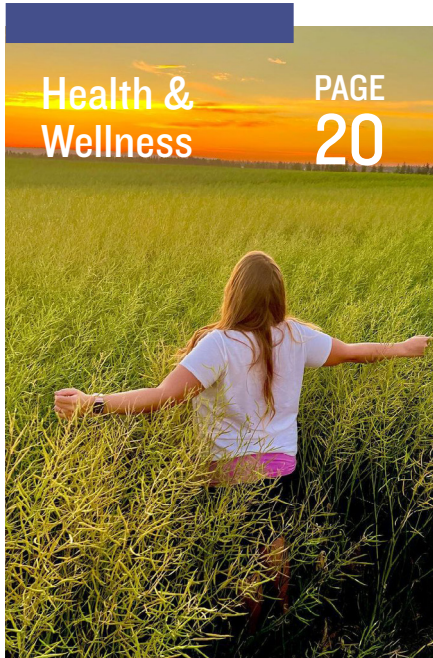
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2022 ESG HIGHLIGHTS

ENSURE STRONG OVERSIGHT AND GOVERNANCE



Successfully conducted a Board refreshment process resulting in over 50% of its members self-identifying as racially or ethnically diverse and/or female as of January 2023

Reinforced Board skill-set in the IT and cybersecurity areas

Completed our Priority ESG Topics assessment exercise by compiling input from our leadership and representatives of our main stakeholder groups

Undertook an Enterprise Risk Assessment led by Internal Audit to identify ESG risks and realigned oversight responsibilities for key risks with the Board and Board committees

Hosted our first Investor Day and increased the number of interactions with shareholders through conferences, non-deal roadshows and one-on-one meetings

Conducted a cybersecurity tabletop exercise facilitated by an independent third party

7,226 hours of Data Privacy/Cybersecurity training were completed by employees and contractors in 2022

100% of corporate workforce completed Company Policies Attestation, Business Ethics and Social Media Training

100% of corporate workforce completed two rounds of anti-trust refresher trainings

ACCELERATE EMPLOYABILITY AND ACCESS TO CAREER GROWTH



Launched Xperience, a portal that allows real-time matching and greater flexibility for healthcare professionals seeking opportunities

Partnered with multiple higher education institutions to provide tuition reimbursements for corporate and field employees

30% workforce increase in 2022

* Data provided in this section is based on employee self-identification information

New Hires*

Gender	78% Female	22% Male
Ethnicity/ Race	50% White	50% Minorities

Promotions

Gender	78% Female	22% Male
Ethnicity/ Race	57% White	43% Minorities

BECOME THE PREFERRED EMPLOYER



Earned multiple employer and engagement awards during 2022

Offered employees a variety of flexible work options resulting in new hires being nearly 100% remote and the majority of workforce benefiting from flexible alternatives

Expanded wellness programs, mental health support, parental leave and caregiver leave for specific events

87% of employees affirmed Cross Country is a great place to work and 85% would recommend working at Cross Country, according to October 2022 Top Workplaces 2022 Employee Survey

87% of employees strongly agreed that Cross Country is committed to

diversity and inclusion (up from 81% in 2021), and 88% strongly agreed that Cross Country respects individuals and differences (up from 85% in 2021), based on May 2022 internal Employee DEI Survey

According to Top Workplaces Survey conducted in October 2022 with Cross Country employees, respondents offered the following as top words to describe our corporate culture:

- Inclusive
- Innovative
- Empowering

Additionally, employee respondents cited the following as top reasons they love working for Cross Country:

- Work-life balance
- Remote work
- Great team members

PARTNER WITH OUR CLIENTS



Invested in technology to source the best talent and help clients address their staffing needs

Launched Intellify™ to streamline processes for clients, saving time and resources and attaining cost efficiencies when employing Intellify™ as a vendor-neutral (VMS) tool

Continued to conduct surveys and research on national trends and shared

insights through thought leadership publications on the future of nursing, home healthcare options and vendor management systems

Expanded our Clinical Advisory Council, which provides insight and guidance on national professional standards, best practices, recent trends and their potential impacts on our client hospitals and healthcare facilities, and public policy

DRIVE POSITIVE IMPACTS



\$350,000 + raised for nearly 30 non-profit partners in 2022

Continued to sponsor the employee paid volunteer day

Awarded two scholarships to the National Black Nurses Association

Sponsored the inauguration of three Employee Resource Groups: Cross Country Parents & Caregivers, Cross Country LGBTQIA+ & Allies and Cross Country Green

Supported the wellness and mental health care needs of employees through the Employee Assistance Program, an on-staff psychotherapist hired to meet group and individual needs, a 24/7 COVID & Health & Wellness hotline to address clinical and non-clinical field employee needs and an on-demand platform available to all employees for them to connect with family and friends while engaging in exercise, yoga, language, psychology, mindfulness and other classes

Established a Compassion Fund to assist corporate employees suffering financial hardship

EXPAND ENVIRONMENTAL MANAGEMENT



Reduced real estate footprint by over **100,000** square feet since 2020

Continued to monitor water, waste and energy efficiency measures

Partnered with Conservation Florida, a statewide accredited land trust with a mission to save Florida's natural and agricultural landscapes for future generations

Supported a community initiative to plant over 100,000 trees in the Northwest region of the US

WHO WE ARE AT CROSS COUNTRY

OUR TRAJECTORY



+37 years

proud history



\$1,145,700,000

enterprise value as of
12/31/2022



\$2,806,600,000

2022 fiscal year revenue

OUR WORKFORCE

2,502

corporate employees as of
12/31/2022

20,902

travel & allied professionals
worked on 48,275
assignments

7,364

local/per diem
professionals filled
442,964 shifts

2,201

unique candidates placed
by Cross Country Education

4,206

unique candidates
placed by Workforce
Solutions Group

PARTNER SUPPLIERS

an additional

13,284

additional assignments
were filled by 7,439 travel
& allied vendor candidates
and **10,578** shifts were
filled by 235 local & per
diem vendor candidates

OUR SERVICES

Cross Country and MSP
vendors collectively
provided approximately
30 million hours of
care in the community
during 2022

4,900

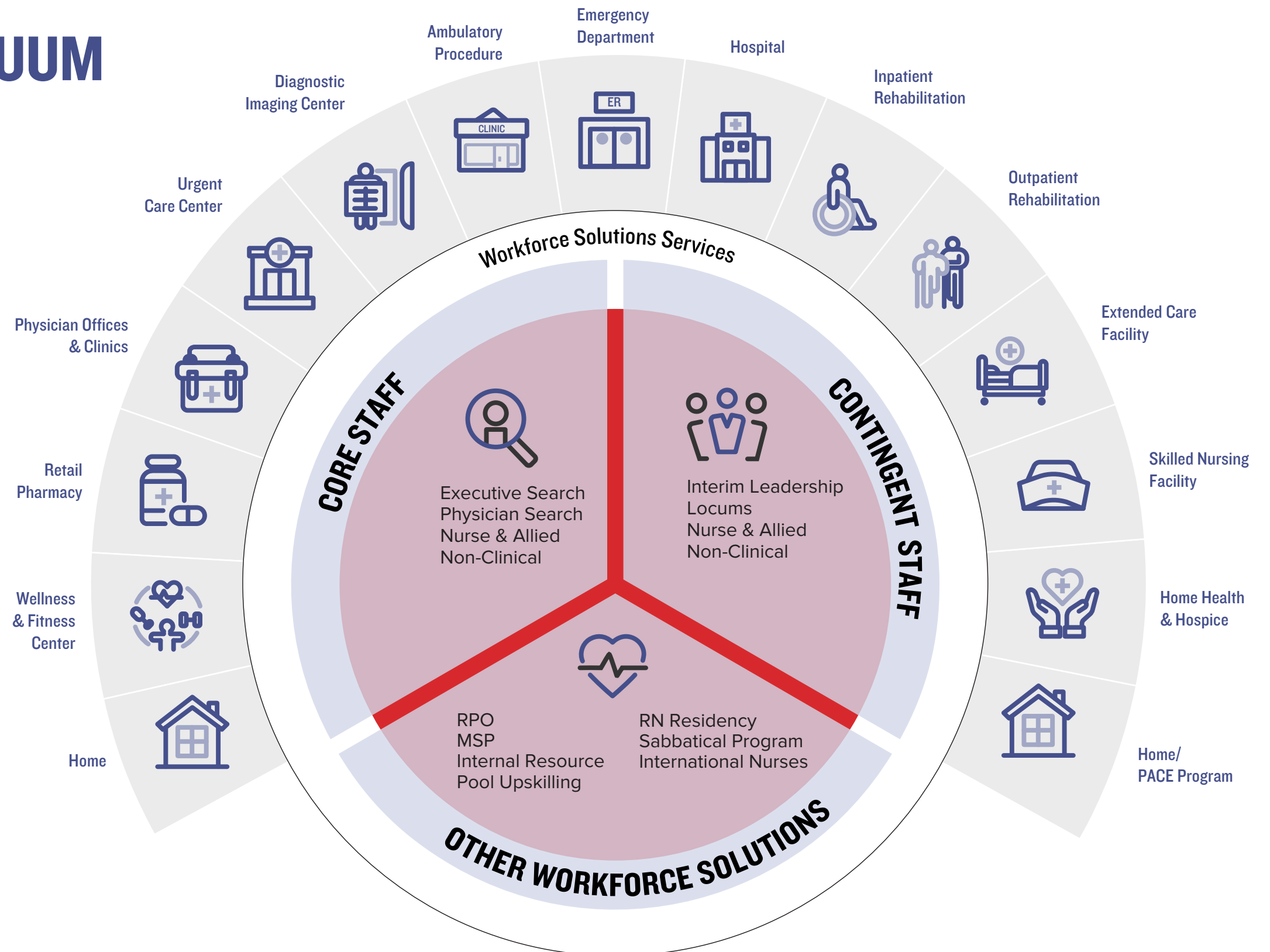
facilities

As a leading healthcare staffing, recruitment and advisory firm, we solve complex labor-related challenges for customers with innovation and integrity, ensuring quality outcomes for patients and providing an exceptionally high level of service to our clients and homecare, education and healthcare professionals.

We aspire to be a digitally transformed, innovative enterprise with diverse capabilities to help clients solve their most pressing challenges.

OUR CORE SERVICES ACROSS THE CONTINUUM OF CARE

At Cross Country we aim to support the full continuum of healthcare, from prevention, diagnosis and treatment to recovery, rehabilitation and wellness and care.



ELEVATE, EVOLVE, EXECUTE: ESG COMMITMENTS

We aim to **elevate** how we think about our impact and **evolve** our industry through leadership in innovation, technology, customer service and corporate citizenship. With these goals in mind, we have developed a structure to **execute** strategies that help contribute to economic prosperity, social well-being, and environmental stewardship in the communities we serve.

OUR MISSION

Connecting people and jobs through intuitive technologies and innovative solutions

OUR ESG COMMITMENTS

ACCELERATE EMPLOYABILITY AND ACCESS TO CAREER GROWTH

Ensuring streamlined and prompt access to decent and fair employment opportunities, training, education and advancement for healthcare, education, and homecare professionals

DRIVE POSITIVE IMPACTS

Becoming an exemplary corporate citizen by contributing to universal access to healthcare and education, expanding workforce well-being initiatives, and leading community outreach and philanthropy efforts

PARTNER WITH OUR CLIENTS

Bringing clients the healthcare talent, technology, and advice they need to serve their patients and communities across the continuum of care

BECOME THE PREFERRED EMPLOYER

Offering meaningful work and career opportunities and fostering diverse, inclusive, fair, and respectful work environments and culture

EXPAND ENVIRONMENTAL MANAGEMENT

Exploring opportunities to build environmental responsibility into our operations

OUR ESG FOUNDATION

Conducting business guided by **ethics** and **integrity**

Fostering a culture of **transparency** and **accountability** across the organization

Monitoring and **mitigating risks**

Ensuring due **compliance** and **reporting**

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

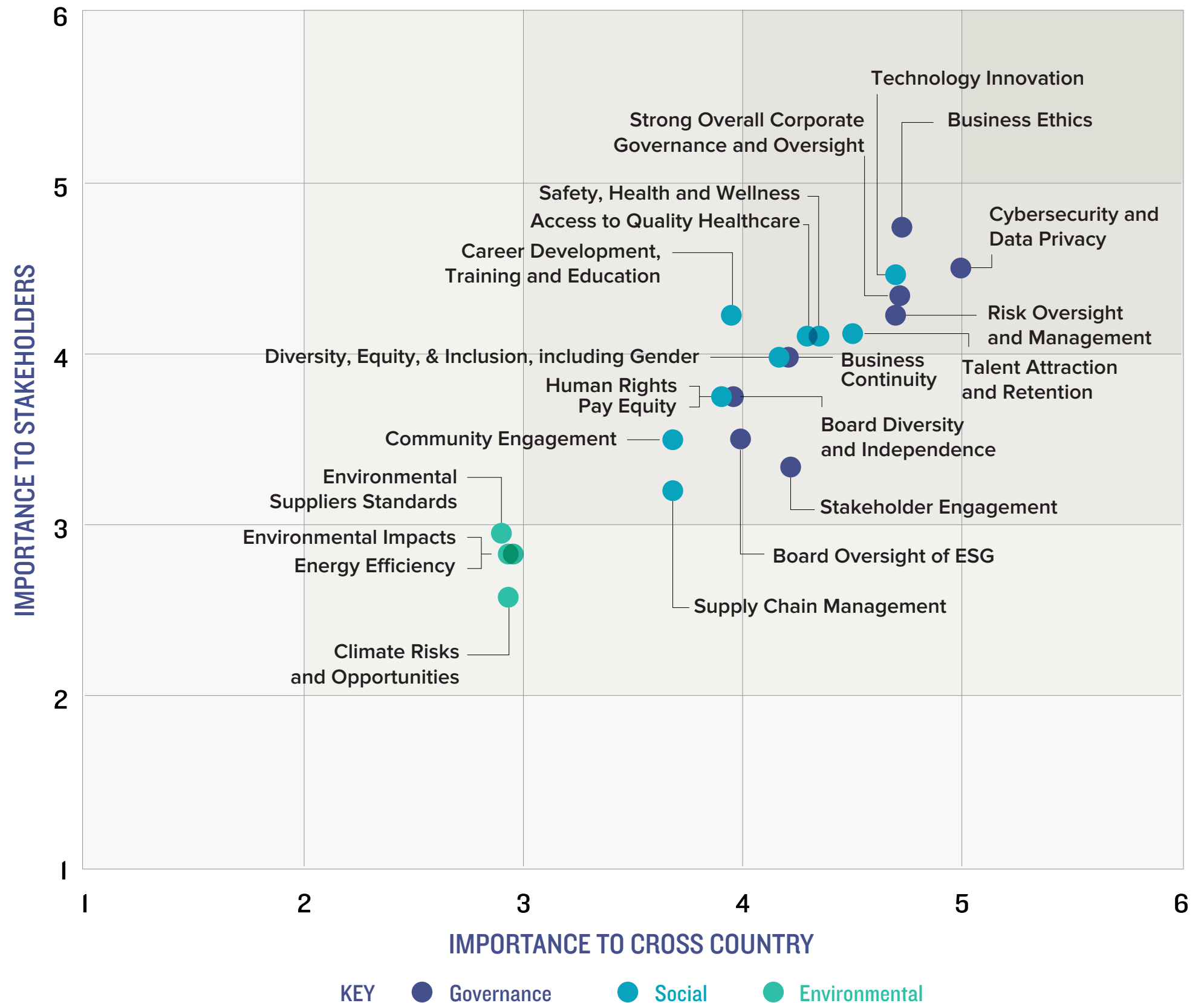
Our business purpose and ESG commitments align with the following UN Sustainable Development Goals.



Priority ESG Topics

Cross Country's ESG strategy is informed by issues of importance to our businesses and society, engagement with internal and external stakeholders, peer benchmarking, reports from ESG ratings agencies, primary and secondary research, and relevant reporting frameworks like the 2021 Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) standard for our industry. Engaging with our stakeholders has guided us in determining gaps in policies and disclosures, gathering more insight on market trends, and deepening our employee engagement.

In 2022, we conducted an ESG topics assessment to further inform the evolution of our ESG strategy. Using online surveys, our 2022 assessment compared the importance of an expanded set of ESG topics to our business with the importance our top stakeholders place on these same topics. We prioritized the following stakeholder groups: investors and other shareholders, customers, corporate and field employees, and communities and non-profits. The assessment confirmed our 2021 research in that governance and social topics were rated the highest priorities by all stakeholders. New topics like technology innovation, pay equity and access to quality healthcare were also rated highly.



Integration of ESG Issues Into Risk Management and Mitigation

Our Board of Directors (Board) is responsible for oversight of our risk management activities, including risks related to what we believe are our most critical ESG issues. We undertake a comprehensive enterprise risk assessment annually and, as necessary, throughout the year, and we disclose our risk factors in our annual reports. For more information see our [Investor Relations Website](#).

In 2022, we undertook an enterprise risk assessment led by our Internal Audit & Compliance team. The assessment culminated in the re-alignment of risk oversight, management and mitigation responsibilities for critical ESG risks. The Board in full and specific Board committees were tasked with ESG risk oversight and individual leadership members were assigned responsibility for specific ESG risk management and mitigation (more information on pages 12 and 13). We continue to expand our policies ([Cross Country Healthcare Policy Disclosure](#)) in an effort to communicate and guide our actions to tackle vital ESG risks and issues.

GOVERNANCE AND FINANCIAL		SOCIAL		ENVIRONMENTAL	
ESG RISKS AND ISSUES	POLICIES	ESG RISKS AND ISSUES	POLICIES	ESG RISKS AND ISSUES	POLICIES
<ul style="list-style-type: none">• Governance and Financial• Robust Corporate Governance• Business Ethics• Compliance (Financial, Legal and Regulatory)• Risk Identification, Oversight, Management and Mitigation• Cybersecurity and Data Privacy• Business Continuity• Stakeholder Engagement	<ul style="list-style-type: none">• Code of Conduct and Business Ethics Policy• Code of Ethics• Governance Guidelines• Audit Committee Charter• Board Governance and Nominating Committee Charter• Compensation Committee Charter• Anti-Trust Compliance Policy• Securities Compliance Policy• Securities Disclosure Policy• Corporate Media Policy• Social Media Policy• Information Security Program Management• Business Continuity Plan	<ul style="list-style-type: none">• Talent Retention and Attraction• Career Development, Training and Education• Human Rights• Business Ethics• Diversity, Equity and Inclusion• Safety, Health and Wellness• Supply Chain Management• Community Engagement• Technological Innovation	<ul style="list-style-type: none">• Code of Conduct and Business Ethics Policy• Compensation Committee Charter• EEO Statement• Human Rights and Labor Policy• Environmental, Health and Safety Policy• Supplier Diversity Policy• Social Media Policy• Information Security Program Management	<ul style="list-style-type: none">• Environmental Impacts• Energy Efficiency• Natural disasters and their intensification due to climate change• Business Continuity• Decarbonization Regulations	<ul style="list-style-type: none">• Business Continuity Plan• Environmental Policy

WE EXECUTE THROUGH STRONG GOVERNANCE AND OVERSIGHT

01

Strong corporate governance is the foundation of not only our business success but also our social and environmental commitments. Our governance policies and practices are the foundation on which we can ensure the health and safety of our employees, foster an inclusive corporate culture that celebrates diversity, and expand our social and environmental progress.

“A relationship of this length can only succeed if trust is established between the parties and that is certainly the case for Northwell’s partnership with Cross Country.”

EVP AND CHIEF NURSE EXECUTIVE OF
NORTHWELL HEALTH



Cross Country first Investor Day hosted on September 14, 2022

Board Oversight

Effective Board leadership and independent oversight provide the foundation of our strong corporate governance. We are committed to maintaining a diverse Board with the skills, core competencies and expertise needed to oversee our business strategy, manage our risks, and expand our ESG commitments and programs. For more information about our Board, including their bios and ESG-related skills, see our [Investor Relations Website](#).



Dwayne Allen*



Venkat Bhamidipati



W. Larry Cash



Kevin C. Clark



Thomas C. Dircks



Gale Fitzgerald



John A. Martins



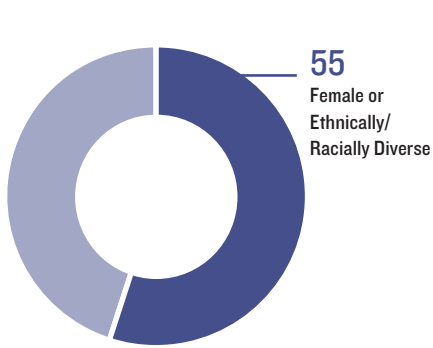
Janice E. Nevin



Mark Perlberg

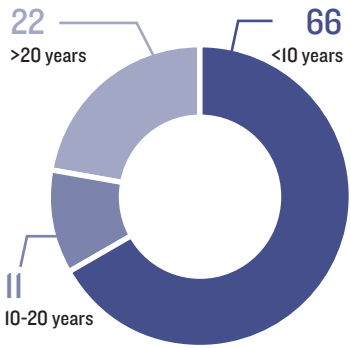
Director Snapshot*

DIRECTOR DIVERSITY

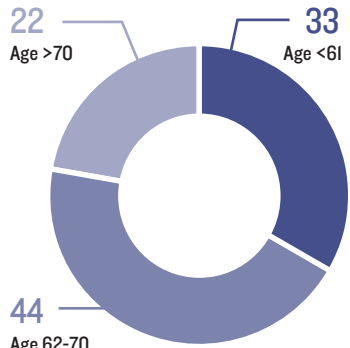


55%
of directors self-identify as female or ethnically/racially diverse

DIRECTOR TENURE



DIRECTOR AGE



ESG Governance

As we continue to evolve our ESG efforts, we are also focused on elevating our sustainability governance

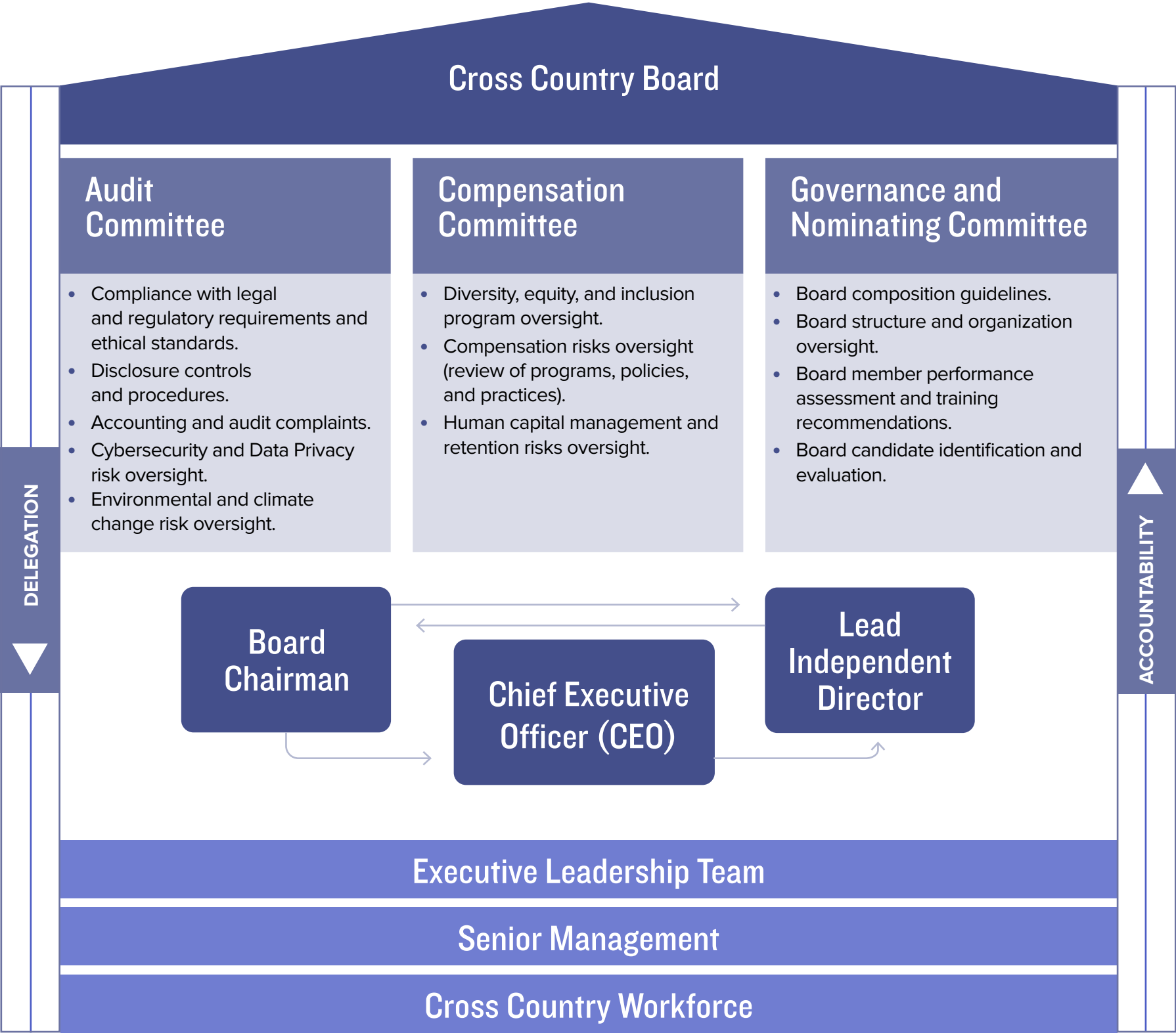
The Board determines the structure based on what it believes is in the best interest of the Company and its stockholders at any given point in time. While the Company does not maintain a policy to separate the CEO and Chairman of the Board roles, the Board structure separates the CEO and Chairman of the Board roles to allow the CEO to focus on running the day-to-day business. The Chairman of our Board presides over the Board meetings, consults with our Lead Independent Director, other Board members and the CEO to create and approve appropriate agendas for Board meetings and determine the appropriate time allocated to each agenda item in discussion of our short and long-term objectives and serves as the primary interface between management and the Board. Our Lead independent Director serves as an independent liaison for the Chairman of the Board, Board members and the Company’s stakeholders. He monitors the CEO-Chairman of the Board relationship and supports the Chairman of the Board. Our Lead Independent Director also presides over independent director executive sessions and ensures Board agendas cover topics of interest or concerns to independent directors.

Executive leadership consults with Board committees and the full Board to continuously assess ESG risks, opportunities, and program performance. Senior management establishes the necessary actions and resources to support ESG goals and targets, and reports to executive leadership on progress.

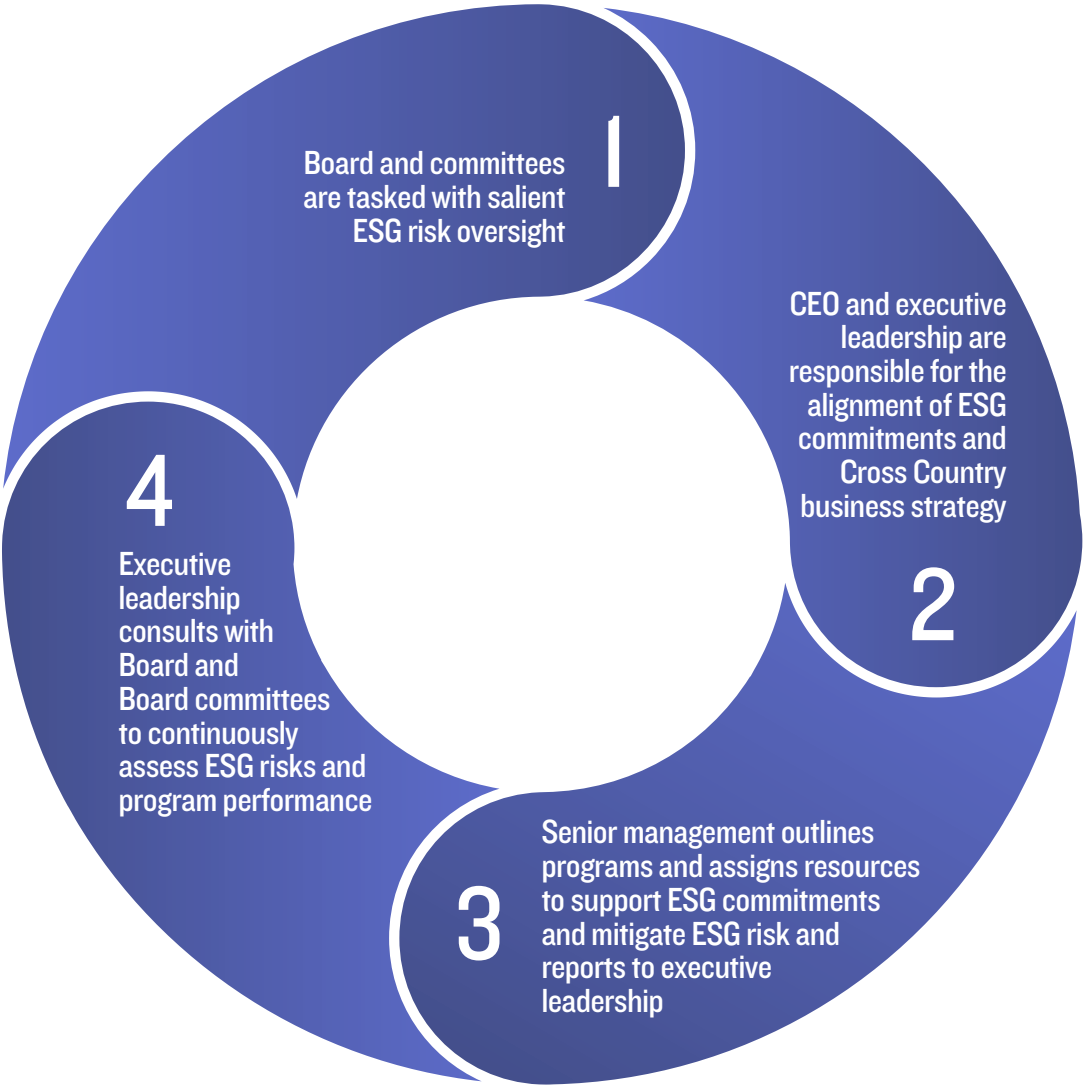
Cross Country employees are a vital component of our ESG strategy as they incorporate ESG considerations into delivery of their roles and daily actions. Specific leaders have ESG objectives as part of their duties. They communicate these goals to their teams in the form of programs, projects and actions.

* Board Oversight and Director Snapshot information is based on self-identification information that the directors have consented to the public disclosure of and reflects the current composition of the Board including Dwayne Allen who was appointed on January 3, 2023.

ESG Governance Structure



ESG Oversight



Ethics and Business Conduct

We strive to conduct our business in strict compliance with all applicable governmental laws, rules, and regulations, and are committed to ensuring exemplary business standards.

Our Code of Ethics, Code of Conduct & Business Ethics Policy, and other policies outline our expectations for ethical business conduct for the Board, executive officers, employees (both corporate and on assignment with our clients), contractors, and vendors. The Board is ultimately responsible for the implementation of these policies.

The Code of Conduct and Business Ethics is communicated to all employees at the time of hire. Corporate employees are required to attest to the review and adherence to our core policies on an annual basis. In 2022, 100% of our corporate workforce completed a Company Policies Attestation, Business Ethics and Social Media Training, and two rounds of anti-trust refresher trainings. In 2022, we had no confirmed incidents of corruption or public legal cases brought against us or our employees, nor any legal actions regarding anti-competitive behavior or violations of anti-trust and monopoly legislation.

We expect our supply chain to also operate responsibly. Given the importance we place on the conduct of those who do business with or on behalf of CCH, we have chosen to embed our vendor expectations within our Code of Conduct & Business Ethics. Cross Country’s Business Ethics policy contains a section dedicated to business principles, practices and procedures relevant to our vendors and contractors. We are committed to being a responsible corporate citizen and expect our vendors and contractors to comply with our Code and other applicable policies.

Any ethical concerns can be escalated through chains of supervisory management or via the Cross Country Ethics/ Fraud Hotline, available 24/7 that allows for anonymous reporting. Any reported issues follow a documented investigation process and are related to the Audit Committee.

Human Rights and Supply Chain Management

Our Human Rights Policy is guided by the International Labor Organization’s Declaration of Human Rights and the United Nations’ Guiding Principles on Business and Human Rights, and sets forth our intolerance of discrimination and harassment, our employees’ freedom of association, and the importance we place on the safety and health of our employees. The Human Rights Policy is overseen by our Board, including the CEO.

With a strong focus on salient human rights, we partner with other companies across our global supply chain to drive responsible practices. We recognize that the greatest risks we face around human rights are in the areas of workplace health and safety, fair and equitable pay, and conditions of employment.

As a result, our Human Rights Policy helps us manage a wide range of risks so that we can ensure a respectful, fair, and inclusive workplace and protect human rights within the communities in which we operate.

Our Human Rights Policy covers our own operations and our supply chain. It includes a focus on:

- Non-discrimination
- Anti-harassment
- Workplace Safety and Security
- Forced Labor and Human Trafficking
- Child Labor
- Work Hours, Wages and Benefits
- Freedom of Association and Collective Bargaining



100% of our corporate workforce completed our annual Company Policies Attestation, Business Ethics and Social Media Training, and two rounds of anti-trust refresher trainings in 2022

Cybersecurity/Data Privacy

Cybersecurity and Data Privacy are top priorities for us. We are committed to protecting our employees, partners, clients, and the company from damaging acts that are intentional or unintentional. We are focused on utilizing the latest technologies for end-to-end connectivity and ease of use to deliver exceptional customer service and world-class candidate experience. As we lean into our digital evolution, we recognize the importance of privacy and security in creating strong relationships with our client and employees. In 2022, we conducted a verbally simulated scenario that mimicked a cybersecurity threat which could have a damaging impact

on business continuity and data protection. The purpose of the exercise was to validate our incident response plan and identify strengths and weaknesses. In 2022, employees and contractors completed 7,226 hours of Cybersecurity and Data Privacy training.

Cross Country’s Information Security program was created using guidelines from The National Institute of Standards and Technology (NIST).

Our Director of Security, Risk, and Compliance and Security and Privacy Steering Committee implement compliance programs aligned with company strategy. Our program includes:

- Policies covering information security, privacy, assessment, authorization and monitoring
- Measurable standards to quantify requirements
- Compliance and security controls
- Annual mandatory employee training and ongoing awareness exercises
- Incident response plans, reporting and reviews
- Ongoing assessments of our security and privacy posture and response processes by independent third parties
- Regular updates to senior management and the Audit Committee of the Board



MARLON CLARKE,
DIRECTOR OF SECURITY COMPLIANCE
AND RISK MANAGEMENT

Our Information Security Policy addresses the following policy areas:

- | | | |
|---|---|--|
| <ul style="list-style-type: none">• Security & Compliance Program Management• Assessment, Authorization, and Monitoring• Security Planning• Risk Assessment• Awareness & Training• Configuration Management• Contingency Planning• Incident Response | <ul style="list-style-type: none">• Systems Maintenance• Media Protection• Personnel Security• Physical & Environmental Protection• System & Information Integrity• Access Control• Audit & Accountability• Identification & | <ul style="list-style-type: none">Authentication• System & Communication Protection• Data Classification & Handling• Supply Chain Risk Management |
|---|---|--|

“As a tech-enabled industry leader, Cross Country strives to adhere to the highest levels of Cybersecurity and Data Privacy.”

Business Continuity Management

Business continuity management is paramount to ensure operations are resilient in the face of unexpected circumstances such as natural disasters, man-made threats, cybersecurity incidents, pandemics, or other business disruptions. The events of the last several years have demonstrated the need to be prepared to promptly address these situations as they arise with minimal to no disruption to our operations. We have been able to continue to provide support to our employees and clients throughout the COVID-19 pandemic and several hurricanes, for example, because of our business continuity plan and crisis management protocols.

The Cross Country Business Continuity Plan provides pre-determined and approved plans for recovering the organization’s vital business functions in the event of a disruption. The goal is to set out the mitigation, preparation, warning, and response that enable recovery and business resumption.

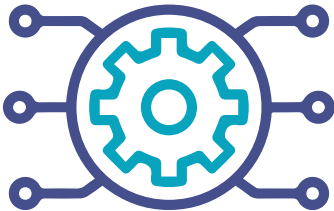
Cross Country Business Continuity Team

The Business Continuity Team includes several sub-teams responsible for the successful execution of the Business Continuity Plan.



THE CRISIS MANAGEMENT TEAM

Responsible for determining the course of action, coordinating all activities during the recovery period, and communicating with vendors, key clients, stakeholders, and senior management.



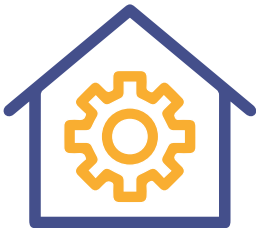
THE INFORMATION TECHNOLOGY RECOVERY TEAM

Restores operations, print services, security, and voice and data network infrastructure at the disaster site or an alternate processing site.



THE COMMUNICATION TEAM

Responsible for all forms of internal and external communications.



THE FACILITY TEAM

Conducts in-depth damage assessment with recommendations to management on required repair or restoration activities, damage mitigation, salvage, and physical restoration of the office environment at the disaster site and establishes alternative facilities as needed.

WE AIM TO ELEVATE PEOPLE TO DRIVE POSITIVE IMPACT

02

Serving is at the heart of our business,
we strive to:

PARTNER WITH OUR CLIENTS

ACCELERATE EMPLOYABILITY AND
ACCESS TO CAREER GROWTH

BECOME THE PREFERRED EMPLOYER

DRIVE POSITIVE IMPACTS

“I want to thank the entire Cross Country team for your partnership, resources, kindness, and support. We could not do this without your team. We are so grateful for everything you do!”

LAUREN, HR DIRECTOR,
SAN YSIDRO HEALTH AND A CROSS COUNTRY CLIENT



Cross Country employees give back on their Volunteer Day by collaborating with Boca Helping Hands, a local community non-profit

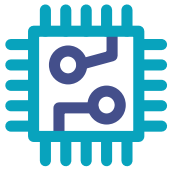
Our Workforce

The COVID-19 pandemic, persistent clinician shortages, and an aging U.S. population have put pressure on the healthcare industry. By staying abreast of these trends, we anticipate challenges and create innovative solutions to maintain a best-in-class experience for our employees and healthcare professionals. Recruitment, workplace culture, development and retention, and diversity, equity and inclusion are business-critical issues for us.

Our workforce commitments include:



Fostering a fair, diverse, and inclusive workplace



Investing in technology that creates a seamless, efficient experience for professionals



Providing training, education, mentorship, and advancement



Supporting employee health and mental and physical well-being



Offering work flexibility



Providing fair, equitable and competitive compensation

Cross Country Social-Related Policies and Other Guiding Materials

- Code of Ethics
- Code of Conduct & Business Ethics Policy
- Equal Opportunity Employment Statement
- Human Rights and Labor Policy
- Supplier Diversity Policy
- Environmental, Health and Safety Policy
- Safety Training Materials (available in different languages)
- Business Continuity Plan
- Employee Handbooks

Our workforce in numbers*

2502

total workforce

30%

workforce increase over 2021

Gender/Race/Ethnicity*

78%

self-identify as female

43%

self-identify as racially/ethnically diverse

Type of employment*

2,441

full-time employees

12

part-time employees

40

temporary employees

9

interns

100%

of workforce have access to flexible work options and almost all new hires work remotely

589

in headcount growth (2,502 in 2022 vs. 1913 in 2021)

*Figures in this section represent our corporate workforce as of December 31, 2022.

Recruitment, Development and Retention

We work to source, attract and retain the best talent with diverse backgrounds through optimized talent acquisition programs, a best-in-class workplace experience, avenues for career growth, and competitive compensation and benefits. We are committed to investing in our corporate and field employees to help them enhance their skills, delve into a new position, or seek promotion opportunities.

In 2022, we expanded our total talent management strategy centered on career development to support succession planning and encourage upward mobility, employee development, top talent retention, and higher levels of employee engagement.

Employees have access to an interactive learning management system called Dayforce, where they can access professional development resources and on-demand skills training. Trainings feature topics to support personal and professional development, as well as increase knowledge in diversity, sustainability and corporate social responsibility.

We also partner with colleges and universities to offer our corporate and field employees and healthcare professionals access to online flexible degree programs at a discounted cost. Substantial scholarships are also available through our

partnerships with Cappella University, Excelsior and Strayer. In 2023, we plan to launch an enterprise mentorship program and new career pathing program called Cross Country University.

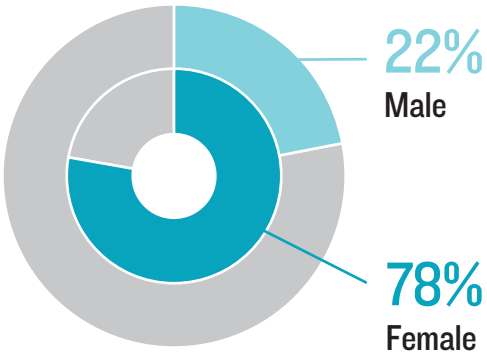
Finally, we support career success and growth of our employees through an annual review process. In 2022, 100% of our corporate employees completed the annual review process.

We believe that our 2022 hiring and promotion rates speak to our success.

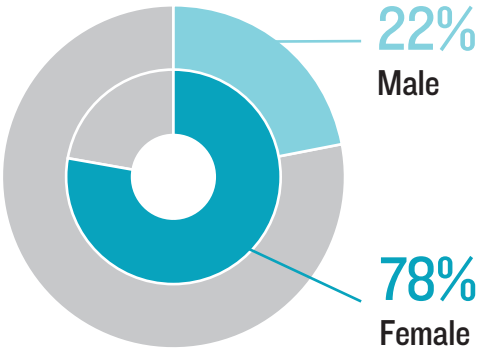


COLIN MCDONALD
CHIEF HUMAN RESOURCES OFFICER

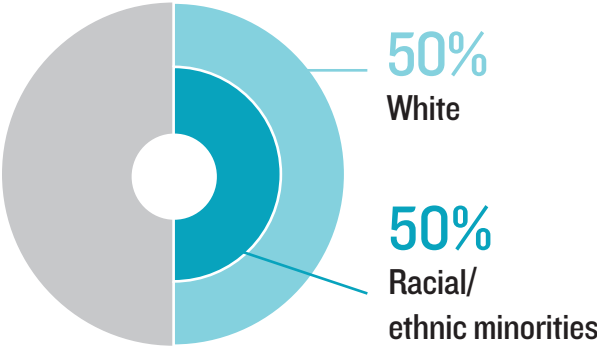
HIRE
RATES
(BY GENDER)*



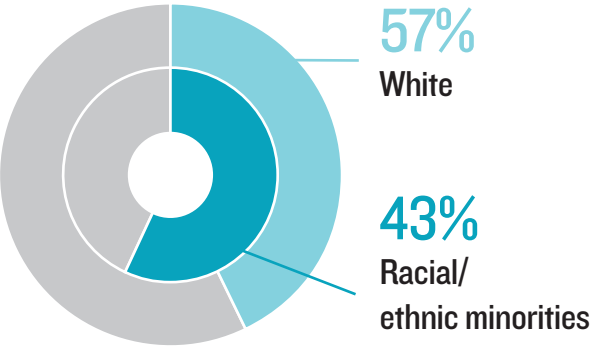
PROMOTION
RATES
(BY GENDER)*



HIRE RATES
(BY RACE/
ETHNICITY)*



RETENTION
RATES
(BY RACE/
ETHNICITY)*



“At Cross Country, our dedication to fostering a culture of diversity, equity and inclusion — giving all employees a voice — has significantly enhanced employee engagement and directly impacted our positioning as an employer of choice in the industry.”

*Data contained in this section is based on corporate employee self-identification information as of December 31, 2022.

WE OFFER TOTAL BENEFITS PACKAGES
THAT MAY INCLUDE:



COMPENSATION

- Market competitive pay
- Retirement savings plans



WORK FLEXIBILITY

- Remote work*
- Flexible work options
- Paid time off and family leave*
- Lactation facilities and benefits**



HEALTH AND WELLNESS

- Healthcare benefits for employees and family
- Health screenings
- SAS health and wellness platform with hundreds of trainings available to employees, family and friends



EDUCATION AND TRAINING

- Scholarships, tuition assistance, tuition discounts



EMPLOYEE ASSISTANCE AND RELIEF

- Employee assistance plan
- 24/7 COVID-19 & Health & Wellness hotline
- Additional insurance offerings
- Employee relief fund*



*Does not apply to our field employees

**Lactation facilities and benefits for field employees vary depending on the facility they are assigned to

Compensation and Benefits

We offer a comprehensive total rewards program aimed at the varying health, home-life, and financial needs of our employees. We have been successful in retaining employees through remote workforce and other workforce flexibility models such as part time, job sharing, flexible hours and shared schedule. We monitor our pay practices to ensure compensation is equitable based on work performed. Pay equity audits are performed annually in alignment with our merit and bonus cycles. Minimum wage checks are done annually, if not more frequently, as required by regulations. Cross Country and its subsidiaries are also bound to review compensation packages across the enterprise on a regular basis to corroborate packages are fair and competitive.

Health and Wellness

The health and well-being of our employees is an imperative. Our comprehensive program emphasizes flexibility to support our employees’ work needs, lifestyle, and health and wellness goals. In 2022, we expanded our program to include additional parental leave, wellness programs, mental health support, and caregiver leave for specific events.

Our healthcare professionals, along with our corporate and other field employees, have been on the COVID-19 frontlines throughout the pandemic. As a result, we have a strong focus on mental health and well-being and strive to support our people with the resources they need to help them manage stress and burnout. A few examples of our efforts include:

- 24/7 COVID-19 & Health & Wellness hotline.
- Psychotherapist on staff offering tailored therapy sessions to field and corporate employees, as needed, with no cost to them.
- Employee Assistance Program offering 24/7 confidential support available via telephone covering concerns such as stress, anxiety, work and family, grief, legal, financial, emotional, psychological, depression, personal improvement, child and elderly care, difficulties in relationships and drug and alcohol abuse.
- Bernalong Wellness free membership for employees and a limited number of family and friends so that they may stay connected while working on their wellness. The program gives members access to instructors teaching live and on-demand classes across categories from traditional fitness and nutrition, financial wellness, adaptive workout, chronic conditions, and more.
- Podcast on healthcare profession burnout and stress management delivered by our Chief Clinical Officer and Chief Human Resources Officer in partnership with Florida Atlantic University Christine E. Lynn College of Nursing.
- Monthly wellness calendar featuring events, activities, educational sessions to help employees reach and maintain their health and wellness goals in addition to monthly observances such as heart health month.



Creating a Safe and Healthy Workplace

We aim to provide and maintain a healthy and safe working environment by eliminating hazards, reducing health and safety issues, and raising awareness on health and safety risks related to our business activities. We are committed to adhering to applicable safety and health laws and regulations and work to address and remediate identified risks of accidents, injury and health impacts.

All employees and healthcare professionals receive our detailed safety materials and Employee Handbooks. As office employees have fewer exposures, their programs focus on general safety, office ergonomics, security and our Business Continuity Plan. Field employees also receive our detailed safety policy, which is available in English, Chinese and Spanish to accommodate our diverse workforce. Topics include accident prevention, emergency preparedness, hazardous materials, event reporting, security, and more. Healthcare professionals are required to complete pre-employment training on occupational hazards and safety and score 80% or higher on an annual safety exam.

Finally, we maintain several hotlines that allow employees to bring forward safety concerns. Hotlines are staffed 24 hours a day, 7 days a week. We also continue to maintain a COVID-19 & Health & Wellness hotline.

In 2016, we instituted a Return to Work program to assist with an injured employee's transition from off-work status while they heal to full-time duty. We match employee skillsets with available light duty and remote office jobs. The program has returned employees back to their average weekly wages, while saving us time and resources.

The Joint Commission Certificate of Distinction and NCQA Accreditation

The staffing businesses of our brands are certified by The Joint Commission under its Health Care Staffing Services Certification Program. The Joint Commission is the recognized global leader for healthcare accreditation. Certification is a symbol of quality that reflects an organization's commitment to meeting certain performance standards. As part of our certification by The Joint Commission, our policies and procedures including employee safety are reviewed every two years. We are proud to have received The Joint Commission Certificate of Distinction for ten years. In addition, our locum tenens division has been accredited by NCQA since 2001, and was proudly awarded a score of 98.6% in its last audit in 2021.



Supporting the Needs of Staff on Assignments

We pay special attention to our field employees to ensure they secure a high-quality placement and safe work environment. All clinical staff are assigned a clinical manager to act as a liaison, field questions, provide support, and address reports of workplace issues, such as bullying or harassment. Clinical managers are our staff-on-assignment voice with the client facility as needed and provide follow-through to a resolution of any issues. Outside of regular business hours, there is an on-call clinical manager available 24/7, 365 days a year, with procedures in place to address and escalate urgent issues as appropriate. Any reports of workplace issues are tracked by facility and unit, allowing Cross Country to identify concerning trends so they can be addressed.

Read more about the challenges facing the nursing profession in our white paper [The Future of Nursing: A Professional in Crisis](#).

In addition, in 2022 we:

- Added a human resources professional who is also a healthcare professional to the corporate HR team to act as a partner to clinical managers in working with client HR teams and ensuring proper documentation and reporting.
- Offered continuing education tuition assistance to field employees looking to further their careers and maintained partnerships with a number of universities to offer tuition discounts.
- Maintained a COVID-19 & Health & Wellness hotline, which fielded approximately 31,763 calls as of December 31, 2022.
- Developed an application to facilitate onboarding of employees who do not speak English as a first language.



Helping Lead the Response to Nursing Shortages
During the COVID-19 Pandemic and Beyond

The national healthcare crisis during the COVID-19 pandemic was exacerbated by an already crisis-level healthcare worker shortage.

To answer this crisis, we partnered with various organizations and government agencies, including the National Council of State Boards of Nursing to fast-track nationwide compact nurse licensure, the Enhanced Nurse Licensure Compact and the Advanced Practice Registered Nurse Compact, to speedily place healthcare professionals where they were needed most throughout the country.

To learn more about optimizing credentialing and licensure and other post-pandemic recovery efforts, download Cross Country’s extensive, evidence-based guide [Forever Altered: Adapting to a Post-Pandemic Healthcare Landscape](#).



Employee Engagement

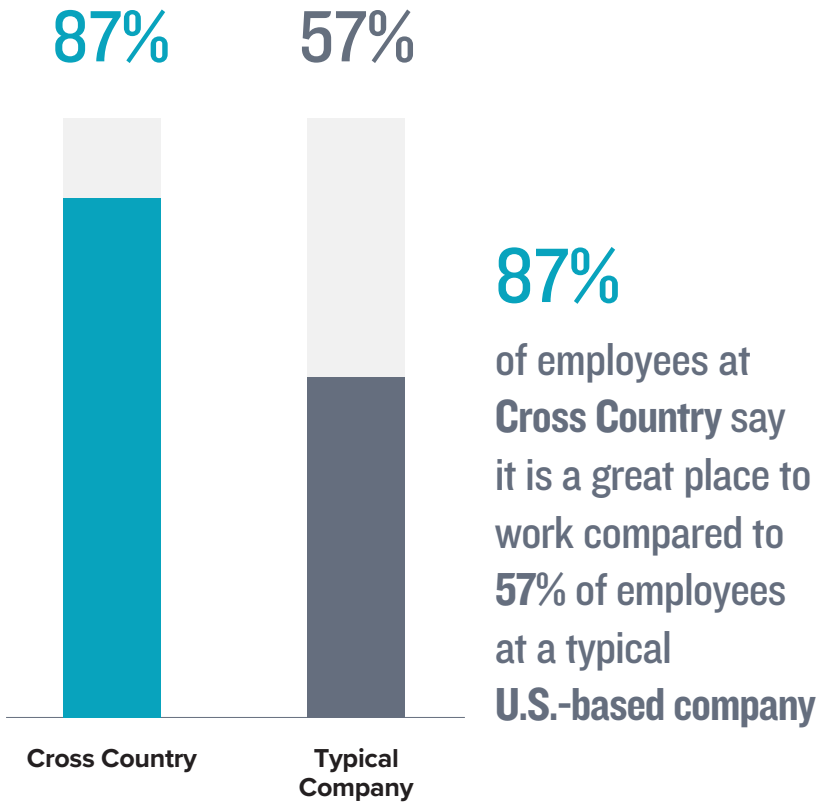
We have a long-standing commitment to our employees to create a working environment that fosters personal innovation, achievement, wellness, and advancement. These efforts culminate in creating an award-winning culture that results in employee engagement and retention. We measure our effort through multiple third-party employee engagement surveys.

Innovation Challenge Awards

Innovation is one of our core values, embedded at every level of the organization. Our annual Innovation Challenge is one way we empower employees to voice original ideas to improve our operations and the chance to earn one of two \$10,000 grand prizes.

All ideas are reviewed by a panel of judges from the executive leadership team. In 2022, four finalists were selected and paired with a coach to help prepare them to present their ideas during a virtual event attended by over 1,000 employees who cast their votes to pick a winner. Two winning ideas, in the categories of Innovation of Growth and Revenue and Innovation Supporting Cost Savings, were selected based on employee votes.

Great Place to Work 2022 Global Employee Engagement Survey (May of 2022)



Source: Great Place to Work 2022 Global Employee Engagement Survey conducted in May of 2022

What Our Employees Say

91%

When you join the company, you are made to feel welcome.

89%

I'm proud to tell others I work here.

90%

When I look at what we accomplish, I feel a sense of pride.

89%

People here are given a lot of responsibility.

90%

I am able to take time off from work when I think it's necessary.

2022 Workplace Awards



Diversity, Equity and Inclusion

Our vision is to build an inclusive work environment where all individuals are respected, inclusive behaviors are promoted, and our diverse workforce and clients can innovate together. We are committed to maintaining a workforce and work environment that reflects and respects diversity in age, race, gender, sexual orientation, veteran or military status and physical abilities.

We are committed to maintaining a workplace that is free from violence, harassment, intimidation and other unsafe or disruptive conditions due to internal and external threats. Security safeguards for employees are provided, as needed, and are maintained with respect for employee privacy and dignity.

Celebrating Our Diversity

Cross Country Impact (CCI), our employee-led corporate DEI council, encourages employees from a wide variety of backgrounds to come together, connect, build relationships, and have their voices heard. This council leads a variety of educational and awareness initiatives throughout the year to celebrate cultural history and social milestones, including regular virtual programs featuring diversity-focused speakers and Q&A sessions. The council also acts as an advisory group to the company on DEI initiatives.

We know that when all employees feel their unique beliefs, values and traditions are recognized and appreciated, our workplace becomes more equitable for all.

Cross Country Impact



EDUCATE

With the guidance and direction of Corporate Human Resources, CCI will identify opportunities for CCH employees to advance their understanding of what diversity, equity and inclusion means in our society and workplace.



ADVOCATE

CCI will identify and present opportunities for Cross Country to present external support for industry trends and social health causes to solidify our market reputation and build on our commitment to support DEI efforts in the industry.



DONATE

CCI will present opportunities for CCH to donate and support community initiatives where the objectives align with our mission to build relationships.



VOLUNTEER

CCI will support employee engagement by finding organizations doing meaningful work and promoting them to our employees to encourage volunteerism.



Diversity, Equity & Inclusion Survey

In May 2022, we conducted our annual Diversity, Equity & Inclusion Survey to gauge employees’ perceptions of our efforts and solicit their input on future initiatives. This is our third year conducting this anonymous internal survey, which is sent to all corporate employees and provides an opportunity to include comments, feedback and suggestions. While we recognize that we have areas in which we can improve, we are proud of the progress we have made. Our survey results demonstrate significant year-over-year improvement. We use the annual data collected through this survey to:

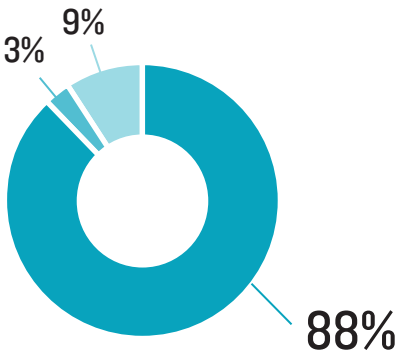
- Track progress year to year
- Provide feedback to leadership
- Increase employee engagement and satisfaction
- Support employee recruitment strategy, orientation and onboarding
- Inform our short and long-term DEI strategy



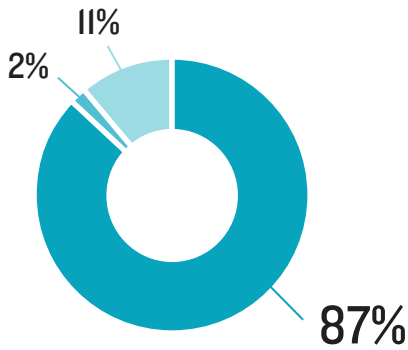
2022 Diversity, Equity & Inclusion
Employee Survey Results*

■ Yes ■ No ■ Neutral

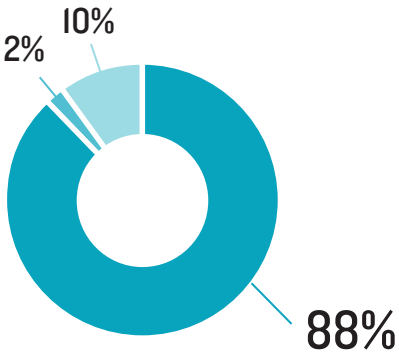
88%
of employees feel Cross Country
respects individuals and values
their differences



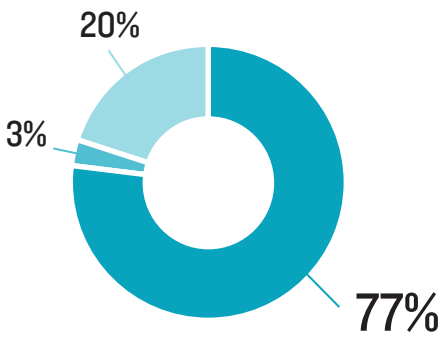
87%
of employees believe Cross Country is
committed to diversity and inclusion



88%
of employees believe Cross Country will
take appropriate action in response to
incidents of discrimination



77%
of employees feel there are career
development paths for all team
members



*2022 Diversity, Equity & Inclusion Employee Survey was conducted in May 2022

Supporting DEI
Outside Our Walls

Our commitment to diversity also includes our vendor and supplier partnerships. We strive to pursue business partnerships with diverse vendors and suppliers, identifying opportunities to engage minority-owned, veteran-owned, women-owned, disability-owned, and LGBTQ-owned businesses. In 2022, we secured a diverse supplier tracking system that will aid us in understanding our areas of improvement and opportunity. In 2021, we began sponsoring the Florida Diversity Council (FLDC), which is committed to fostering a learning environment for organizations to grow and leverage their knowledge of diversity. Through a variety of events and programs, the FLDC serves as the premier resource for diversity best practices and leadership development in the state of Florida. We sit on the Advisory Board of FLDC’s South Florida Chapter, and our leadership presented on the topic of work-life balance at their annual Women’s Symposium in March of 2022.

Employee Resource Groups

Employee resource groups (ERGs) are one critical way we help our employees build strong community connections across offices and departments, fostering a sense of belonging. In 2022, we launched our inaugural ERG program. The groups are employee-led with shared goals to provide an inclusive environment centered on common identities and interests and promote community, education and advocacy. Currently, we sponsor three ERGs, but plan to evaluate opportunities for additional ERGs based on input from our employees.

“This is the first place of employment where I have not felt the need to hide who or ‘what’ I am. I finally feel safe enough to be ‘seen.’ To me the ERG is more than a ‘group,’ it’s a way of being, contributing, working.”

KRISTAN JOHNSON
JR. RECRUITER
COMMITTEE CO-CHAIR,
CROSS COUNTRY LGBTQIA+ &
ALLIES ERG



PARENTS & CAREGIVERS
EMPLOYEE RESOURCE GROUP



MISSION: To empower all parents and caregivers to thrive throughout all stages of the caregiving journey. The group is a community of support, as well as a way for members to obtain resources to address parenting and caretaking responsibilities.



GREEN
EMPLOYEE RESOURCE GROUP



MISSION: To create an action-oriented employee community focused on environmental concerns, green initiatives and sustainability, with an eye on advocacy, education and volunteerism.



LGBTQIA+ & ALLIES
EMPLOYEE RESOURCE GROUP



MISSION: To further the pursuit of understanding and equity for LGBTQIA+ individuals and allies through group discussions, corporate collaboration, networking and community outreach to ensure Cross Country remains a safe space for members of the LGBTQIA+ community and allies.

Advancing Access To Healthcare, Caregiving And Education

We believe that our services can and do have a notable social impact. We strive to align our ESG commitments to the following UN SDG goals: quality education, good health & wellbeing, and decent work and economic growth.

Besides our recognized healthcare staffing efforts, we are proud of our impacts in other areas. Our education division aims to meet school needs by facilitating the placement of substitute teachers, behavioral aides, special education providers, speech language pathologists and occupational therapists, among others. Our Workforce Solutions Group division staffs home health and senior care facilities, including Programs for All-Inclusive Care for the Elderly (PACE) centers, allowing aging populations to remain in the comfort of their homes as long as clinically advisable. Recruiters across our organization connect with younger and recently qualified professionals to help them develop their careers and hone the skills they will require in the settings in which they desire to work. We endeavor to stay in tune with the individuals we staff, the clients we partner with, and the populations we serve to meet their evolving needs.

THOUGHT LEADERSHIP

We conduct surveys and research to help our clients as well as the industry at large understand larger trends in nursing and healthcare. Our most recent contributions include **Aging in Place: Assessing Seniors’ Understanding of Home Healthcare Options**, **Vendor Management Systems: The Lifeline Healthcare Systems Need Now**; and **The Future of Nursing: A Profession in Crisis**.

INVESTING IN TECHNOLOGY

Our goal to source the best talent naturally extends to helping our clients fill their own staffing needs. That is why in 2022 we invested in technology and modernized processes to put the power of analytics to use so our healthcare professionals can easily find the placements right for them, while our clients can fill their staffing needs efficiently and confidently.

- Our Xperience candidate portal provides our healthcare professionals with real-time matching, giving them flexibility to find the placement option best for them.
- Intellify™, our proprietary cloud-based vendor management system, automates the process of finding, scheduling and managing staff via one centralized platform.



Clinical Advisory Council



Hank Drummond
Chief Clinical Officer



Mike Skovira
Chief Medical Officer



Liz Cantwell
Chief Nursing Officer



Allison Vasilj
VP Education Operations

In 2021, we established a Clinical Advisory Council to provide insight and guidance on national professional standards, best practices, public policy, recent trends, and their potential impacts on our client hospitals and healthcare facilities. The council works to ensure clinical excellence and positive patient outcomes by leveraging best practices, intuitive technologies and innovative solutions to connect healthcare professionals and clients, allowing both to achieve their goals. Specifically, the council is charged with gathering credible data and interpreting results from a clinical perspective and providing feedback to ensure we are creating solutions to address relevant issues for our clients.

The council drives our offerings to healthcare professionals to help them enhance their career growth and development, along with supporting the wellness of our corporate employees. In 2022, the Council introduced the Burnalong Wellness program.

Community Engagement and Partnerships



Our communities are home to our employees, clients and their families, and it is important to us that they are healthy and thriving. We aim to cultivate a culture of caring that fosters community engagement, philanthropy, and supports those in need. We and our employees give time, money, and expertise to non-profits through our giving programs:

- Employee Volunteerism
- Employee Give Back
- Corporate Philanthropy and Gift Matching
- Strategic Partnerships and Programs

Cross Country CARES Committee

The CARES (Cross Country Community Aid Relief Education Services) Committee, comprised of leaders and employees from across the organization, reviews our charitable contributions and sponsorships twice a year. The strategic goal of our giving programs is to create a better future for our communities in alignment with our mission, vision and values. To create widespread impact, we build meaningful partnerships with organizations that share our intent to create progress in the healthcare industry and improve our communities.

To date our partners include:

Employee Volunteerism

As part of our commitment to creating positive impact around the U.S, our employees are able to take paid time off to perform volunteer activities. We also offer the opportunity to donate to non-profits of their choice directly from their paychecks, either as a one-time donation or ongoing.

Employee Give Back and Corporate Philanthropy

LEUKEMIA & LYMPHOMA SOCIETY LIGHT THE NIGHT

Employees held several virtual fundraising events such as yoga, a silent auction, trivia night and a pet fashion show, and in combination with the corporate contribution, raised a total of more than \$128,000.

BREAST CANCER AWARENESS

Employees were given the opportunity to compete for pink prizes with direct deductions from their paychecks. Their donations of \$6,670 were matched by Cross Country for a total contribution of \$13,500 to the Breast Cancer Research Foundation.



BACK TO SCHOOL DRIVES

Cross Country employees participated in back-to-school donation drives for the Kids in Need Foundation nationwide to the Education Foundation of Palm Beach County in our corporate headquarters.

ALZHEIMER'S ASSOCIATION

As premier sponsors for the Walk to End Alzheimer's in Boca Raton, Florida and Los Angeles, California, corporate donations and employee teams raised more than \$61,000.

SPIRIT OF GIVING HOLIDAY GIFT DRIVE

Cross Country partnered with Spirit of Giving for the second year in a row to help make holiday wishes come true for more than 5,000 children. Corporate employees sponsored individual children by donating new, unwrapped gift items in the Boca Raton office, while remote employees were able to make a cash donation or gift purchase online.

Strategic Partnerships

Understanding the role social determinants and a healthy environment play in achieving healthier outcomes, we also aim to serve as a consultative workforce partner to our clients in the quest to achieve health equity by supporting the education and industry initiatives designed to address them.

Examples of these strategic partnerships include:



NATIONAL BLACK NURSES ASSOCIATION

In 2022, we launched a partnership with the National Black Nurses Association (NBNA) to establish the Cross Country Nursing Scholarship Fund. Through this fund, two annual scholarships will be given each year to qualifying members of NBNA who are pursuing a Bachelor of Science or higher degree in Nursing.



FLORIDA ATLANTIC UNIVERSITY

Since 2019, Cross Country and Florida Atlantic University’s Christine E. Lynn College of Nursing have partnered on collaborative research, educational and training activities to advance the nursing profession. A key objective of the partnership is to jointly support nurses and their education through continuing educational programs, scholarships, internships, residency and research opportunities. Cross Country has pledged to provide scholarships to nursing students annually.



CONSERVATION FLORIDA

In 2022, Cross Country engaged as a partner to Conservation Florida, supporting the organization’s “This Brand Saves Land” land conservation movement to manage our natural resources and ensue a healthy future for Floridians.



HANK DRUMMOND
CHIEF CLINICAL OFFICER

“Cross Country is committed to investing in the future of nursing, and our partnership with FAU’s Christine E. Lynn College of Nursing has given us a unique opportunity to truly impact the next generation of the profession and, ultimately, to support the ongoing elevation of patient care.”

WE EVOLVE BY UNDERSTANDING OUR ENVIRONMENTAL IMPACTS

03

We believe that a safe and sustainable environment is vital for human health now and into the future, and we aim to understand, manage and mitigate the impact of our business.

We strive to:

EXPAND ENVIRONMENTAL MANAGEMENT

No individual, group or business escapes the communal responsibility to respect, cherish and preserve the environment it inhabits.



Climate Risks and Opportunities

Climate change is having tangible impacts across the globe, including negative impacts on public health. We take this threat seriously and intend to do our part to mitigate it for the health of our business, our planet and our communities.

As with our other significant ESG issues, our Board and its committees have ultimate oversight of the management of our climate risks and opportunities, with cascading responsibility through the organization (for more information see pages 12 and 13).

Currently, we focus on energy management in our facilities and resilience strategies in our operations through business continuity plans.

We evaluate and manage the evolving physical and transition risks from climate change as part of our enterprise risk management process and business continuity plans.

Environmental Impacts



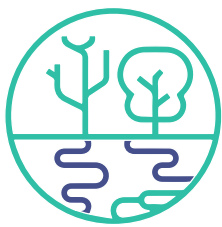
Our environmental sustainability program has the following objectives:



Monitor salient risks that our business activities and partnerships pose to the environment



Explore opportunities to build environmental responsibility into our operations



Anticipate and mitigate climate and natural disaster impact on our physical assets and operations to ensure business continuity

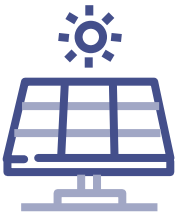


Instill a culture of environmental respect across our organization, raising awareness of opportunities to reduce environmental impacts within and beyond the workplace

“I feel so honored to work with such an amazing group of people. I love how we all come together and collaborate on ways we can help make the world a better place.”

MICHAEL JOHNSON,
PROGRAM DIRECTOR
CO-LEADER OF CROSS COUNTRY GREEN
EMPLOYEE RESOURCE GROUP

Waste, Water and Energy Efficiency



ENERGY EFFICIENCY

Energy savings have driven the modernization of Cross Country headquarters in 2021 and 2022:

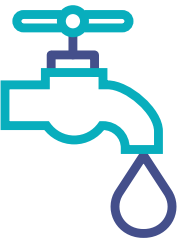
- Fluorescent lights were replaced by lower consumption LED lights, and sensors were installed to ensure lights turn off when not in use.
- Solar window shades were mounted at headquarters to reduce air conditioning energy use, and all power strips were upgraded to draw less energy.



WASTE MANAGEMENT

Our facilities team strives to:

- Purchase 100% recycled printing papers and cartons.
- Reduce unnecessary printing by incentivizing the use of digital platforms (which has resulted in an 84% reduction in paper purchased since 2020).
- Recycle and donate furnishings to the extent feasible.
- Engage a certified electronic waste vendor (who reports having recycled an estimated 3,985 pounds in 2022).
- Require bidders for cleaning services to disclose their disposal methods and use 100% green products as part of the bidding process.



WATER USE

Our facilities team strives to install water-efficient technologies such as low flow plumbing fixtures and touchless faucet sensors.



GRI Standards Content Index

Statement of use Cross Country Healthcare has reported the information cited in this GRI content index for the period January 1 through December 31, 2022, with reference to the 2021 GRI Standards.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	<p>Name of the organization: Cross Country Healthcare, Inc. (Cross Country)</p> <p>Ownership and legal form: Cross Country was incorporated in 1986</p> <p>Location of headquarters: Boca Raton, Florida, USA</p> <p>Location of operations: United States of America</p>
	2-2 Entities included in the organization’s sustainability reporting	2022 Form 10-K
	2-3 Reporting period, frequency and contact point	<p>Reporting period: January 1 to December 31, 2022</p> <p>Reporting cycle: Annually</p> <p>Sustainability reporting and financial reporting align.</p> <p>Publication date of report: May 2023</p> <p>Contact point for questions regarding the report: csr@crosscountryhealthcare.com</p>
	2-4 Restatements of information	None
	2-5 External assurance	None

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-6 Activities, value chain and other business relationships	<p>2022 Sustainability Report: Who We Are at Cross Country and Our Core Services Across the Continuum of Care, pages 5-6</p> <p>2022 Form 10-K: Item 1. Business — Overview of Our Company, pages 1-3; Our Business Model, pages 3-5; Services, pages 5-6; Our Industry, page 6; Our Geographic Markets and Customer Base, page 6</p> <p>Supplier Diversity Policy: We believe our responsibility to provide a diverse environment extends to our affiliate vendors, consultants, and other suppliers. We endeavor to partner with diverse affiliate vendors, consultants, and other suppliers when possible, such as minority and woman owned affiliate vendors. An inclusive procurement strategy widens the pool of potential suppliers. By providing an increased amount of sourcing options, inclusiveness may render supply chains more resilient and agile.</p>
	2-7 Employees	<p>Data is compiled through our secure human capital management platform. Figures are reported based on head count as of December 31st, 2022, the end of the reporting period.</p> <p>Cross Country’s workforce is comprised of both corporate employees as well as field employees (including healthcare professionals, educators and home health care aides). The continuation of the COVID-19 pandemic, particularly in the first half of 2022, resulted in greater than average hiring of corporate employees as well as increased demand for field employees.</p> <p>2022 Sustainability Report: Who We Are at Cross Country and Our Services Across the Continuum of Care, pages 5-6, We Aim to Elevate People to Drive Positive Impact — Our Workforce, page 18</p> <p>2022 Form 10-K: Human Capital Management, pages 9-10</p>
	2-8 Workers who are not employees	N/A
	2-9 Governance structure and composition	<p>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Board Oversight and Director Snapshot, page 12; ESG Governance, pages 11-16</p> <p>2023 Proxy: Who we are, page 2; Our Skills, experiences and attributes, page 9; How we are selected, elected and serve, page 12; How we govern and are governed, pages 15-21</p> <p>Committee Charters</p> <p>Governance Guidelines: 1. Role of the Board of Directors and Management, page 1; 9. Other Boards and Committees, pages 2-3; 10. Director Independence, page 3</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-10 Nomination and selection of the highest governance body	<i>2023 Proxy Statement:</i> Our skills, experiences and attributes page 9 <i>Governance Guidelines:</i> 3. Selection of Board Members, page 1; 4. Board Membership Criteria and Diversity, pages 1-2
	2-11 Chair of the highest governance body	Kevin C. Clark has served as non-executive Chairman of the Board since April 2022. Prior to that, he served as the Company's President, Chief Executive Officer, and a director of the Company's Board from January 2019. <i>2023 Proxy Statement:</i> How we govern and are governed, page 15
	2-12 Role of the highest governance body in overseeing the management of impacts	<i>2022 Sustainability Report:</i> We Execute Through Strong Governance and Oversight — ESG Governance, pages 11-13
	2-13 Delegation of responsibility for managing impacts	<i>2022 Form 10-K:</i> Corporate Social Responsibility, pages 8-9 <i>2022 Sustainability Report:</i> We Execute Through Strong Governance and Oversight — ESG Governance, pages 11-13
	2-14 Role of the highest governance body in sustainability reporting	<i>2022 Sustainability Report:</i> Elevate, Evolve, Execute: Our Approach to ESG — Priority ESG Topics, page 8; We Execute Through Strong Governance and Oversight — ESG Governance, pages 11-16
	2-15 Conflicts of interest	Under established principles of law and the company's <i>Business Ethics Policy</i> , every director, officer, and employee of the company and its subsidiaries has a duty of undivided loyalty to the company and, if confronted with a choice between the interests of the company and personal economic interests or obligations or duties to others, must act in the interests of the company. In addition, the company also expects its vendors and contractors to comply with both the letter and spirit of the company's <i>Business Ethics Policy</i> and to avoid even the appearance of impropriety. On a quarterly basis, the company's internal audit team solicits information from directors and executive officers in order to monitor potential conflicts of interest and to comply with "related party disclosure" requirements in documents filed with the SEC. Any potential conflicts of interest or suspected fraud are required to be promptly reported to the company's General Counsel. The company's Board of Directors reviews the <i>Business Ethics Policy</i> at least once annually. Executives and employees are required to affirm the company's <i>Business Ethics Policy</i> and to reaffirm it annually thereafter. <i>2022 Form 10-K:</i> Notes to Consolidated Financial Statements — Note 16. Related Party Transactions, pages F-42-F-43 <i>2023 Proxy Statement:</i> Related Party Transactions, page 33 <i>Code of Ethics</i> <i>Code of Conduct and Business Ethics Policy</i>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-16 Communication of critical concerns	<p>No critical concerns</p> <p>The company has a formal shareholder outreach program that allows management to solicit feedback from stakeholders and share it with the company’s Board of Directors through a CEO Report to the Board of Directors. Information concerning our corporate governance practices, including our <i>Code of Conduct</i>, <i>Code of Ethics</i>, Committee Charters, and Certification of Financial Statements, is available on our corporate website at crosscountryhealthcare.com. We also have established a toll-free phone number and an email address for stockholders to communicate with our Board of Directors. All such communications will be forwarded directly to the appropriate party, as applicable.</p> <p><i>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14</i></p>
	2-17 Collective knowledge of the highest governance body	<p>Consultants, auditors and lawyers present to the Board of Directors to keep them informed of sustainable development.</p> <p><i>Governance Guideline: 22. Director Orientation and Continuing Education, page 5</i></p>
	2-18 Evaluation of the performance of the highest governance body	<p>Self-evaluations are conducted annually.</p> <p>Board refreshment to update skillset and knowledge was conducted in 2022-2023.</p> <p><i>Governance Guidelines: 18, page 4 - The Governance and Nominating Committee is responsible for conducting an annual evaluation of the performance of the Board and each of its members. Evaluation results are reported to the Board.</i></p>
	2-19 Remuneration policies	<p>Certain senior executives have objectives in relation to the management of the organization’s impacts on the economy, environment and people. Their performance on said objectives has an impact on their remuneration.</p> <p><i>2023 Proxy Statement: 2022 Director Compensation Table, page 25; Compensation Discussion and Analysis, page 40</i></p> <p><i>Governance Guidelines: 16. Annual Compensation Review of CEO and Senior Management, page 4</i></p>
	2-20 Process to determine remuneration	<p>Independent directors of Cross Country receive compensation in the form of cash and equity. All compensation is evaluated by the Compensation Committee with the advice of an independent expert compensation advisor on an annual basis.</p> <p>Each year, the company requests a “say-on-pay” vote from its shareholders. The proposal to approve the compensation of Cross Country executive officers, as described in the 2022 Proxy Statement, was approved by 96% of all shares then entitled to vote.</p> <p><i>2023 Proxy Statement: How you can communicate with us, page 21; 2022 Director Compensation Table, page 25; Compensation Philosophy and Objectives, page 40; Compensation Discussion and Analysis, page 40; Determination of Compensation, page 44; Consideration of Stockholder Advisory Vote, page 44</i></p>
	2-21 Annual total compensation ratio	<p><i>2023 Proxy Statement: CEO Pay Ratio, page 68</i></p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-22 Statement on sustainable development strategy	2022 Sustainability Report: A Letter from the CEO, page 1
	2-23 Policy commitments	<p>Cross Country has adopted a <i>Business Ethics Policy</i>, <i>Code of Conduct</i>, and <i>Code of Ethics</i> which provide guidance to employees, independent contractors, and vendors. This framework is aligned with Cross Country’s core values, to operate with the highest level of integrity and respect; remaining connected to employees, communities, and vendors; being compassionate and nurturing relationships with those served; delivering proven quality service and excellence; and fostering creativity that encourages innovation.</p> <p>Cross Country adopted a <i>Human Rights and Labor Rights Policy</i>, which is guided by the International Labour Organization Declaration on Fundamental Principles.</p> <p>The Code of Conduct and <i>Business Ethics Policy</i> was approved by the Board of Directors, other policies are approved by senior management.</p> <p>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct/Human Rights and Supply Chain Management, page 14; Cybersecurity/Data Privacy, page 15; Business Continuity Management, page 16</p> <p>2023 Proxy Statement: How we govern and are governed page 15</p> <p>Governance Guidelines: 19. Ethics and Conflict of Interest, page 5</p> <p>Code of Ethics</p> <p>Code of Conduct and Business Ethics Policy</p> <p>Antitrust Compliance Policy</p> <p>Securities Compliance Policy</p> <p>Information Security Program</p> <p>Equal Employment Opportunity Statement</p> <p>Supplier Diversity Policy</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd		Cross Country 's Business Continuity Plan (BCP) provides a program to recover the organization's vital business functions in the event of a disruption of the organization's operations. The goal of this plan is to set out the mitigation, preparation, warning, response, and business continuity arrangements for the core processes and system production environment impacted by the loss of a facility or data center. The BCP is reviewed annually and during hurricane season. The company's Crisis Management Team meets semiannually to review procedures. All Crisis Management Team members are responsible for ensuring their department's information and core elements of the BCP are reviewed and updated as necessary. The core elements of the BCP include: business impact analysis, recovery strategies, contacts, facilities information, logistics, and acquired resources. Cross Country has established an emergency alert hotline to keep employees updated as to the status of business during a crisis situation. The company undergoes a comprehensive risk assessment annually and, as necessary, throughout the year. Risk factors are disclosed in the Cross Country 2022 Form 10-K.
	2-24 Embedding policy commitments	<p>2022 Sustainability Report: Elevate, Evolve, Execute: ESG Goals — Integration of ESG Issues Into Risk Management and Mitigation, page 10; We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14; Cybersecurity/Data Privacy, page 15; Human Rights and Supply Chain Management, page 14</p> <p><i>Code of Ethics</i></p> <p><i>Code of Conduct and Business Ethics Policy</i></p> <p><i>Antitrust Compliance Policy</i></p> <p><i>Securities Compliance Policy</i></p> <p><i>Information Security Program</i></p> <p><i>Equal Employment Opportunity Statement</i></p> <p><i>Human Rights and Labor Rights Policy</i></p> <p><i>Supplier Diversity Policy</i></p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-25 Processes to remediate negative impacts	<p>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14</p> <p><i>Code of Ethics</i></p> <p><i>Code of Conduct and Business Ethics Policy</i></p> <p><i>Antitrust Compliance Policy</i></p> <p><i>Securities Compliance Policy</i></p> <p><i>Equal Employment Opportunity Statement</i></p> <p><i>Human Rights and Labor Rights Policy</i></p>
	2-26 Mechanisms for seeking advice and raising concerns	<p>Cross Country’s <i>Business Ethics Policy</i> outlines reporting procedures regarding concerns about ethics and other matters. Cross Country maintains an Ethics/Fraud hotline established so that employees may confidentially and anonymously report concerns regarding questionable accounting or auditing matters, suspected violations of the company’s Code of Ethics, and other compliance matters. All complaints are to be reported directly to the CEO and Chairman of the Audit Committee.</p> <p>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14</p> <p><i>Code of Ethics</i></p> <p><i>Code of Conduct and Business Ethics Policy</i></p> <p><i>Antitrust Compliance Policy</i></p> <p><i>Securities Compliance Policy</i></p> <p><i>Equal Employment Opportunity Statement</i></p> <p><i>Human Rights and Labor Rights Policy</i></p>
	2-27 Compliance with laws and regulations	<p>There were no significant instances of non-compliance with laws and regulations within the reported period.</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021 cont'd	2-28 Membership associations	Alzheimer’s Association American Heart Association American Medical Women’s Association American Red Cross Americares Breast Cancer Research Foundation Caridad Center Conservation Florida Florida Diversity Council Florida Hospital Association Florida Veterans Foundation Leukemia & Lymphoma Society National Black Nurses Association Texas Hospital Association
	2-29 Approach to stakeholder engagement	Shareholders (including institutional investors and analysts): Investor relations website, Investor Relations Liaison, Investor Relations Outreach Program, Investor’s Day, Shareholder’s presentations, roadshows, one-on-one meetings. External auditors: regular communications and auditors attend quarterly Audit Committee meetings. Employees: surveys, annual evaluations, stay and exit interviews, employee resource groups. Employees on assignments: Recruiter and Clinical liaison communications, COVID & Health & Wellness hotline, surveys. 2022 Sustainability Report: Elevate, Evolve, Execute: ESG Goals — Priority ESG Topics, page 9 2023 Proxy Statement: How you can communicate with us, page 21
	2-30 Collective bargaining agreements	There are no collective bargaining agreements.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	2022 Sustainability Report: Elevate, Evolve, Execute: ESG Goals — Priority ESG Topics, page 9 and Integration of ESG Issues Into Risk Management and Mitigation, page 10
	3-2 List of material topics	2022 Sustainability Report: Elevate, Evolve, Execute: ESG Goals — Priority ESG Topics, page 9 and Integration of ESG Issues Into Risk Management and Mitigation, page 10
	3-3 Management of material topics	<p>2022 Sustainability Report: Integration of ESG Issues into Risk Management and Mitigation, page 10; We Execute Through Strong Governance and Oversight, pages 11-16; We Aim to Elevate People to Drive Positive Impact, pages 17-30; We Evolve by Understanding Our Environmental Impacts, pages 31-32</p> <p>2022 Form 10-K: Corporate Social Responsibility, pages 8-9; Human Capital Management, pages 9-10</p> <p>2023 Proxy Statement: How we govern and are governed, page 15, Risk Oversight, pages 19-20</p> <p>Code of Ethics</p> <p>Code of Conduct and Business Ethics Policy</p> <p>Antitrust Compliance Policy</p> <p>Securities Compliance Policy</p> <p>Information Security Program</p> <p>Equal Employment Opportunity Statement</p> <p>Human Rights and Labor Rights Policy</p> <p>Supplier Diversity Policy</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 201: ECONOMIC PERFORMANCE 2016		<p>2022 Sustainability Report: Who We Are at Cross Country, page 5, Our Core Services Across the Continuum of Care, page 6</p> <p>2022 Form 10-K: Item 1A. Risk Factors, page 19</p>
GRI 202: MARKET PRESENCE 2016		<p>Cross Country and its subsidiaries review compensation packages across the enterprise on a regular basis to make sure they are competitive and fair. Cross Country strives to comply with minimum wage rules applicable to its corporate and field workforce.</p>
GRI 203: INDIRECT ECONOMIC IMPACTS 2016		<p>In 2022, the company continued to enhance its digital ecosystem by delivering key technology drivers designed to create a frictionless experience within its tech-enabled platform, which will help accelerate growth in both revenue and profitability. The company launched its first proprietary Vendor Management System (VMS), Intellify™. This best-in-class, cloud-based talent management platform automates the processes to find, schedule, and manage healthcare staff. Intellify™ provides users with valuable and meaningful data to make informed hiring decisions, allowing control of staffing via one centralized platform. Work processes are streamlined, and efficiencies are gained, saving time and resources, and ultimately, eliminating our reliance on third party systems to manage valued MSP clients.</p> <p>Further enhancements to the user experience, including improved features and functionality, were made to Marketplace, a proprietary mobile on-demand staffing platform and Xperience, a web-based candidate portal, both of which allow our healthcare professionals to start, search and manage their careers and an enhanced Cross Country website was launched.</p> <p>As a leading provider of total talent management services throughout the United States, Cross Country placed approximately 42,347 healthcare professionals (e.g., nurses, allied professionals, and educators) on 515,101+ assignments and shifts in virtually every specialty and area of expertise in thousands of acute care hospitals, physician practice groups, outpatient and ambulatory-care centers, nursing facilities, both public schools and charter schools, rehabilitation and sports medicine clinics, government facilities, and homecare facilities.</p>
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	<p>Cross Country has adopted an anti-corruption policy, and requires affirmation of the policy upon hire and reaffirmation annually thereafter. The company regularly assesses operations for instances of corruption.</p> <p>The Board of Directors in full receives business ethics training.</p> <p>Cross Country communicates its <i>Code of Conduct</i> and <i>Business Ethics Policy</i> to its corporate and field employees.</p> <p>Cross Country’s <i>Code of Conduct</i> and <i>Business Ethics Policy</i> contains provisions applicable to its vendors and business partners. Cross Country strives to communicate the policies to all vendors and business partners.</p> <p>Cross Country has had no confirmed incidents of anti-corruption or actions taken in 2022.</p> <p>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016		2022 Sustainability Report: We Execute Through Strong Governance and Oversight - Ethics and Business Conduct, page 14
GRI 302: ENERGY 2016		Cross Country’s energy consumption at its Florida headquarters is in the form of electricity only, a non-renewable resource. Cross Country does not sell electricity, heating, cooling, or steam. Based on data provided by its property manager, in 2022 Cross Country consumed approximately 809,040 kWh of energy (electricity only) at its Florida headquarters.
GRI 302: WATER AND EFFLUENTS 2018		<p>In 2022, Cross Country consumed approximately 73,500 gallons of water in its headquarters in Florida, based on information provided by its property manager.</p> <p>2022 Sustainability Report: We Evolve by Understanding Our Environmental Impacts — Environmental Impacts — Climate Risks and Opportunities, page 32 and Waste, Water and Energy Efficiency, page 33</p>
GRI 306: WASTE 2020		According to our third-party paper recycling vendor, approximately 280.91 US short tons of paper were shredded and recycled in 2022. Reporting from our third party provider advised that our K-cup coffee pod recycling program diverted 1,400 pods from landfill, with 42 pounds of material converted to compost and 14 pounds of material converted to recycled products.
GRI 401: EMPLOYMENT 2016		<p>Based on self-identification data, new hires in 2022 comprised 78% female, 22% male and 50% ethnically/racially diverse individuals.</p> <p>All full-time corporate employees are entitled to parental leave after 90 days of employment.</p> <p>A total of 85 employees took parental leave in 2022, including 84 females and 1 male.</p> <p>At the end of 2022, 13 employees were still on leave, 66 females and 1 male returned to work. The remaining 5 females terminated their employment.</p> <p>For 2022, total return to work retention rate was 94%, with a 94% retention rate of females and 100% retention rate for males.</p> <p>2022 Sustainability Report: ESG Highlights, page 3</p> <p>2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Our Workforce, page 18 — Recruitment, Development and Retention, page 19</p> <p>2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Our Workforce, page 18 — Compensation and Benefits, page 20; Health and Wellness, page 20</p> <p>2022 Form 10-K: Human Capital Management, pages 9-10; Notes to Consolidated Financial Statements — Note 11. Employee Benefit Plans, page F-34</p> <p>2023 Proxy Statement: Other Compensation and Benefits, page 52</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		<p>Workers on assignment at a third party location are provided with a Clinical Manager or other representative who act as liaisons between the worker and the workplace, and to whom they report any conditions they believe could cause injury or ill health. The Clinical Manager works with the workplace (client) to address and resolve any issues reported.</p> <p>Cross Country strives to provide a safe and healthy work environment. Vendors and contractors working on Cross Country property have the responsibility for maintaining a safe and healthy workplace by following safety and health rules and practices and reporting accidents, injuries, and unsafe equipment, practices, or conditions to the Human Resource Department. Cross Country endeavors to abide by the Occupational Safety and Health Act, which mandates that employers must provide and maintain a safe and healthful workplace for employees and, to that end, is required to develop and maintain a written, effective Injury and Illness Prevention Program that includes, among other things, instruction on safe workplace practices. Workers have the right to file a complaint about workplace safety and health hazards. In addition, healthcare workers are required to complete pre-employment training on occupational hazards and safety.</p> <p>An Employment Terms & Conditions Booklet is delivered to field employees at the start of employment or at the beginning of each assignment. Details about Workers’ Compensation are enclosed. A risk management/workers’ compensation pamphlet is also sent to each field employees advising how to proceed in the event of an injury to themselves or one of their patients. This information is also available on our Cross Country brand websites. In 2022, field instruction pamphlets for a specific business line were translated to Spanish and Chinese to ensure they were accessible to candidates and field employees not speaking English as a first language.</p> <p>The Company shares safety materials and Employee Handbooks for both corporate and field employees. Each program targets key exposures related to work activities. Employee safety is detailed in these documents along with policies and procedures to assist with a smooth employee transition in various worksites. Hotlines and the company’s various brand websites communicate Risk Management process relative to work injuries to assist employees with 24/7 contacts. Online worker’s compensation and risk training is also available to all employees.</p> <p>Return to work programs help reassimilate injured workers into light duty positions both offsite and for remote work to ease the transition back into the workforce. A dedicated Risk Management team with licensed claim adjusters help align company safety goals with worker’s compensation insurers and support communication goals to employees about worker’s compensation benefits. This team also tracks loss data to identify trends to mitigate risks. An EAP (employee assistance program) is free and available to all employees to provide direct psychological support. The Company also has a Business Continuity Plan covering physical locations and healthcare staff. Alerts are sent across the state for any pending emergency situation (i.e. fires, hurricanes, floods, etc.).</p> <p>In 2022 Cross Country recorded 0 work-related injury fatalities and 497 total work injuries. The main types of work-related injuries are needlestick, exposure, contusion, sprain, strain.</p> <p><i>2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Our Workforce; page 18; Health and Wellness, page 20; Creating a Safe and Healthy Workplace, pages 20-21</i></p> <p><i>2022 Form 10-K: Human Capital Management, pages 9-10</i></p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: TRAINING AND EDUCATION 2016		<p>Cross Country utilized a learning management platform, allowing for delivery automation, course and education programs tailored to employee needs, and accurate tracking and reporting of their progress. New employees engage in an estimated 5 hours of assigned training during the year, and established employees engage in an estimated 2.5 hours of assigned training during the year.</p> <p>Cross Country supports career success and growth of its employees through an annual review process. Career development was a crucial component of the total talent management strategy in 2022 as Cross Country continued our Career Pathing Program launched to encourage upward mobility, employee development, top talent retention, and higher levels of employee engagement. All Cross Country corporate employees completed an annual performance review in 2022.</p> <p><i>2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Our Workforce</i>, page 18 — Recruitment, Development and Retention, page 19</p> <p><i>2022 Form 10-K: Human Capital Management</i>, pages 9-10</p>
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		<p>Cross Country tracks employee age metrics by generational group. At the end of 2022, our employee generational makeup was as follows:</p> <p>Gen Z (1995-2012): 15% Millennials (1980-1994): 49% Gen X (1965-1979): 28% Baby Boomer (1946-1964): 8%</p> <p><i>2022 Sustainability Report: Board Oversight</i>, page 12; <i>Director Snapshot</i>, page 12; <i>We Aim to Elevate People to Drive Positive Impact; Our Workforce</i>, page 18</p> <p><i>2022 Form 10-K: Corporate Social Responsibility</i>, pages 8-9; <i>Human Capital Management</i>, pages 9-10</p> <p><i>2023 Proxy Statement: Who we are</i>, page 2</p>
GRI 406: NON-DISCRIMINATION 2016		<p>Cross Country had zero reports of systemic workforce discrimination in 2022.</p>
GRI 408: CHILD LABOR 2016		<p>Cross Country does not hire employees under the age of 18.</p>
GRI 409: FORCED OR COMPULSORY LABOR 2016		<p>Cross Country adopted a <i>Human Rights and Labor Rights Policy</i>, which has a zero tolerance policy for forced labor or human trafficking for the company as well as its vendors.</p>
GRI 413: LOCAL COMMUNITIES 2016		<p><i>2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Community Engagement and Partnerships</i>, pages 28-29</p>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 415: PUBLIC POLICY 2016		In 2022, Cross Country did not make political contributions or provide things of value to any political candidate, political party, party official, or campaign. Cross Country does not contribute to any Political Action Committees.
GRI 416: CUSTOMER HEALTH AND SAFETY 2016		<p>Cross Country’s mission is to deliver quality patient care to healthcare and other facilities in all the markets it serves by providing highly skilled supplemental staff. The success of such undertaking strongly relies on rigorous and continuing credentialing, background vetting, health and drug screening, competency testing, training and assessments based on facility performance appraisals, assignment feedback, and annual performance evaluations setting developmental goals.</p> <p>Professionals applying to join the company are required to disclose complete work history; provide references, employment verification, documentation of education, and state license registration; fulfill skills checklists and competency testing relevant to their specialty; submit to criminal background screening and OIG/SAM/sex offender checks; and provide evidence of annual mandatory education.</p> <p>In addition, Cross Country adheres to any specific employment and credentialing requirement mandated by its clients.</p> <p>Founded in 1951, The Joint Commission seeks to continuously improve healthcare for the public by evaluating healthcare organizations and inspiring them to excel in providing safe and effective care of the highest quality and value. It accredits and certifies more than 21,000 healthcare organizations and programs in the United States.</p> <p>In 2006, Cross Country Staffing became the first public company to receive Joint Commission certification through its Healthcare Staffing Services Certification Program and underwent a rigorous onsite review in 2017. Joint Commission experts evaluated compliance with national standards that assess how healthcare staffing firms determine the qualifications and competency of staff, placement of staff, and performance monitoring. To receive the certification with distinction in 2017, Cross Country Staffing had to receive 100% on all evaluations and receive no recommendations for improvement.</p> <p>In 2021, Cross Country established a Clinical Advisory Council to provide expert insight and guidance on national professional standards, best practices, public policy, and recent trends to ensure continued clinical excellence in the organization.</p>
GRI 418: CUSTOMER PRIVACY 2016		In 2022, Cross Country registered no data or privacy breaches that triggered disclosure under federal law and no substantiated complaints regarding breaches of customer privacy or data.

SASB Professional & Commercial Services Standard Index

Industry: Professional & Commercial Services

Table I. Sustainability Disclosure Topics & Accounting Metrics

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
DATA SECURITY	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	SV-PS-230a.1	2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Cybersecurity/Data Privacy, pages 13-15
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	n/a	SV-PS-230a.2	2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Cybersecurity/Data Privacy, page 15
	(1) Number of data breaches, (2) percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	SV-PS-230a.3	In 2022, Cross Country registered no cybersecurity or data privacy breaches that triggered disclosure under federal law and no substantiated complaints regarding breaches of customer privacy or data.
WORKFORCE DIVERSITY & ENGAGEMENT	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	2022 Sustainability Report: We Aim to Elevate People to Drive Positive Impact — Our Workforce, page 18 2023 Proxy Statement
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	Cross Country turnover (attrition) rate for 2022 was 31%, 33.6% of terminations were involuntary, while 66.4% were voluntary.
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	2022 Sustainability Report: We Elevate People to Drive Positive Impact — Our Workforce — Employee Engagement, page 23

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
PROFESSIONAL INTEGRITY	Description of approach to ensuring professional integrity	Discussion and Analysis	n/a	SV-PS-510a.1	<p>Cross Country has adopted a <i>Business Ethics Policy</i>, <i>Code of Conduct</i>, and <i>Code of Ethics</i> which provide guidance to corporate and field employees, independent contractors, and vendors. This framework is aligned with Cross Country’s core values, to strive to operate with the highest level of integrity and respect; remaining connected to employees, communities, and vendors; being compassionate and nurturing relationships with those served; delivering proven quality service and excellence; and fostering creativity that encourages innovation.</p> <p><i>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, Human Rights and Supply Chain Management, page 14; Cybersecurity/Data Privacy, page 15</i></p> <p><i>2023 Proxy Statement</i> <i>Governance Guidelines</i> <i>Code of Ethics</i> <i>Code of Conduct and Business Ethics Policy</i> <i>Audit Committee Charter</i> <i>Governance and Nominating Committee Charter</i> <i>Compensation Committee Charter</i> <i>Antitrust Compliance Policy</i> <i>Securities Compliance Policy</i> <i>Information Security Program Management</i> <i>Equal Employment Opportunity Statement</i> <i>Human Rights and Labor Rights Policy</i> <i>Environmental, Health and Safety Policy</i> <i>Supplier Diversity Policy</i> <i>Social Media Policy</i> <i>Corporate Media Policy</i></p>
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	SV-PS-510a.2	<p><i>2022 Sustainability Report: We Execute Through Strong Governance and Oversight — Ethics and Business Conduct, page 14</i></p>

Table 2. Activity Metrics

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Number	SV-PS-000.A	2022 Sustainability Report: Who We Are at Cross Country Healthcare, page 5; We Aim to Elevate People to Drive Positive Impact — Our Workforce, page 18
Employee hours worked, percentage billable	Quantitative	Hours, Percentage (%)	SV-PS-000.B	Cross Country does not report on this metric.