



Rooted In Integrity Growing Through Teamwork

Concentra's Code of Business Conduct and Ethics
2010

Concentra[®]

“Rooted in Integrity, Growing Through Teamwork”

A Message from our CEO, Jim Greenwood:

How do you define *integrity*? Most of us would probably answer with words like *truth, fairness, or honesty* or phrases such as *being ethical or doing the right thing*. This definition from a leading dictionary aligns well with all those responses:

- *the quality or state of being of sound moral principle; uprightness, honesty, and sincerity*

Is integrity important? I think all of us would agree that it is. Consciously or unconsciously, on a daily basis, we make decisions about the honesty, fairness, and ethics of the people and business with which we interact. Sometimes issues arise during our work at Concentra, and it is very important that we are sensitive to situations that could result in, or give the appearance of, questionable practices or unethical conduct.

Concentra has had a formal Integrity Program in place since 1999, but I am convinced that we have been a company of integrity since our founding back in 1979. Our founding physicians opened the first medical center with a goal of providing quality health care at a competitive price and nearly 30 years later; Concentra continues to focus on quality service, fair pricing, and sound business principles.

As we focus on our company’s mission, vision, and values, it is no accident when we assert that Concentra’s culture “begins with integrity.” Elements of integrity appear throughout the statements, including the concepts: *improve quality of life, social responsibility, fairness, make a difference, and commitment*.

As we consider what integrity means to us as a company, we should consider another definition of the word, taken from the same dictionary:

- *the quality or state of being complete; unbroken condition; wholeness; entirety*

Completeness, wholeness, entirety. These words broaden the concept of integrity and emphasize how it should not only be at the core of who we are, but also directing and surrounding everything we do.

As Concentra continues in its mission of “Improving America’s health, one patient at a time”, I encourage all of us to make a commitment to ourselves and the company to take the time to thoroughly read Concentra’s Integrity Program ... to talk with a colleague about a legal or ethical issue that has been on our mind ... **to resolve to be people of integrity in every way.**

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“I hope I shall always possess firmness and virtue enough to maintain what I consider the most enviable of all titles, the character of an honest man.”

George Washington

CODE OF BUSINESS CONDUCT AND ETHICS

Purpose

The Concentra Code of Business Conduct and Ethics (this “Code”) contains the legal and ethical standards of conduct required of all Concentra colleagues and directors. The Company strives to apply high ethical, moral, and legal principles in every aspect of business conduct.

1 – Compliance with Laws, Rules, and Regulations

Obeying the law is the foundation upon which Concentra’s Code is built.

All colleagues must comply with all applicable laws, rules, and regulations (including insider trading laws discussed below). The use of any Company funds or assets for any unlawful purpose is strictly prohibited. If you have a question regarding the existence, interpretation, or application of any law, initiate the Compliance Information and Reporting Process outlined on page 11.

2 – Confidentiality

In accordance with applicable legal and ethical requirements, colleagues must maintain the confidentiality of proprietary information, patient health information, and other information entrusted to them by the Company.

2.1 – Confidential Business Information

Concentra colleagues are in possession of, and have access to, a broad variety of confidential, sensitive, and proprietary information. The inappropriate release of such information may violate certain laws and could be injurious to patients, other individuals, Concentra’s business partners, and Concentra itself. Unauthorized disclosure of confidential information is strictly prohibited.

Confidential information includes, but is not limited to, customer information (pricing, financial data, colleague lists, research and development information, marketing and sales programs, and potential or existing contract relationships), proprietary information (business strategies, third party negotiations, payment and reimbursement information), and personnel information (salary, benefit, and other personal information relating to colleagues). Confidential information should be stored securely and shared only with those colleagues who have a business need to know.

Federal and state laws also require that Concentra maintain certain business and patient records for minimum periods of time. All colleagues must comply with Concentra’s document retention policies and procedures.



“No change of circumstances can repair a defect of character.”

Ralph Waldo Emerson

2.2 – Patient Information

Concentra colleagues must follow state and federal laws that govern the confidentiality of certain patient information, including the Health Insurance Portability and Accountability Act (HIPAA), which regulates the use and disclosure of patient health information. Information relating to a patient’s health care history, diagnosis, condition, treatment, or evaluation must be protected at all times, and may only be disclosed in accordance with HIPAA and other laws. All colleagues must safeguard the privacy, confidentiality, and security of this information, both at work and off duty.

In order to protect sensitive patient information from inappropriate disclosure, Concentra colleagues are expected to: (1) limit their access to patient information to the extent required by such colleague’s duties and as permitted by law; (2) use only legitimate means to collect patient information and, whenever practical, obtain it directly from the patient; (3) release information concerning patients in drug and alcohol treatment programs and information regarding a patient’s HIV status only in accordance with special confidentiality rules that apply to this information; (4) refrain from revealing any patient information unless supported by legitimate business or patient care purposes; and (5) refrain from removing or sending a patient’s medical record, or a copy of such record, from a designated storage facility or department without the authorization of a supervisor or other designated official. If a colleague is unclear regarding the disclosure of patient information, they should contact Regulatory Affairs, Legal or Human Resources for clarification.

3 – Insider Trading

Concentra colleagues must not buy or sell Concentra securities, directly or indirectly, on the basis of material, inside information about the Company, or communicate such information to others for that purpose. Concentra does not wish to discourage colleagues from investing in Concentra, however, as long as the decision to make those investments is not based on material, non-public information.

Concentra colleagues must not take advantage of any material, non-public information of the Company or trade in the securities of any other company on the basis of material, undisclosed information obtained in the course of their Concentra employment, or communicate such information to others for that purpose. In addition, Concentra’s officers, directors, and certain other colleagues are restricted from purchasing or selling Concentra securities other than in compliance with Concentra’s Reporting and Trading Policy.

4 – Business Practices

Concentra is committed to only engaging in ethical business practices. Colleagues must accurately and honestly represent Concentra and may not engage in any activity or scheme intended to defraud any person or organization of money, property, or honest services.

Concentra will not tolerate business practices that technically do not violate applicable laws, but are intended to violate the spirit of such laws. Concentra shall not do indirectly what it cannot do directly.



“Character is much easier kept than recovered.”

Thomas Paine

The provisions set forth below are designed to provide guidance on ethical business practices. Colleague conduct not specifically addressed below must nevertheless be consistent with the general intent of the Code of Business Conduct and Ethics.

4.1 – Corporate Opportunities

Colleagues are prohibited from: (1) taking for themselves opportunities that are discovered through the use of corporate property, information, or position; (2) using corporate property, information, or position for personal gain; and (3) competing with the Company.

4.2 – Fair Dealing and Competition

Each colleague should deal fairly with the Company’s customers, suppliers, competitors, and colleagues. A colleague should not take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.

General business information about competitors is important to Concentra’s efforts to maintain and improve upon our competitive position in the markets in which we operate; however, only legal and ethical means should be used to gather information about existing and potential competitors. Agreements to exchange such information are improper. For example, Concentra personnel should not: (1) respond to any inquiry or survey from a third party that requests information on prices, marketing activity, development plans, or any other competitive information; (2) request from a competitor information on prices the competitor charges or pays for any goods or services; or (3) knowingly share with a competitor, directly or through a third party, information regarding pay scales, wages, salary ranges, or compensation formulas. Competitive information should be collected only from generally available industry sources or from information within the public domain.

4.3 – Honest Communication

Concentra is a company of colleagues who are committed to “Improving America’s health, one patient at a time.” We use applicable laws, company guidelines, and our best judgment to do the right thing. This allows us to communicate freely, discuss concerns with management, and choose to go ‘above and beyond’ serving patients and customers. We believe these freedoms ultimately make our work satisfying and meaningful.

All Concentra colleagues should be open and honest in the performance of their job duties. No colleague shall make false or misleading statements to any other colleague or patient, person, or entity doing business with Concentra about any other individual or organization, or about the products or services of Concentra or its competitors. The same principles and guidelines that apply to Concentra colleagues in general, apply to colleagues’ activities online. This includes forms of online publishing and discussion, including blogs, wikis, file-sharing, user-generated video and audio, virtual worlds and social networks.

Concentra is watched closely by the public, and, therefore, any public statement that may be linked to Concentra must be given with care. Our colleagues must not speak publicly for Concentra unless approval has been received from Executive



*“The time is
always right to
do what is
right.”*

*Martin Luther
King, Jr.*

Management or the Corporate Marketing department. All media requests should be directed to the Corporate Marketing department. While we encourage colleagues to be champions for the organization, please be aware that comments or remarks made about the company within online communities, social networks, web forums, and other public internet or media applications may pose a threat to the company and its culture.

4.4 – Demonstrating our Mission, Vision, & Values

Concentra's Mission, Vision and Values (MVVs) are based on our colleagues demonstrating welcoming, respectful, and skillful care in everything we do – in our interactions with patients, customers, vendors, fellow colleagues, and anyone else with whom we have contact. In fact, our success is based on colleagues embracing this philosophy and committing to living it out. We believe that if we consistently demonstrate our MVVs, Concentra will redefine health care and improve the patient experience. Therefore, Concentra colleagues should support and uphold our mission, vision and values.

4.5 - Billing

Concentra colleagues may only bill for actual services rendered – nothing less and nothing more. The coding of charges and the billing for all services shall be performed accurately and in compliance with applicable laws, regulations and company policies.

4.6 – Business Inducements; Fraud and Abuse

Concentra colleagues shall not seek to gain any advantage through the improper use of payments, business courtesies, or other inducements. Offering, giving, soliciting, or receiving any form of bribe, kickback, or other improper payment is prohibited.

Giving or receiving anything of value to or from someone who makes a referral, or is in a position to influence referrals, may constitute an illegal payment. Examples of items of value include (1) excessive discounts, (2) providing services, supplies, or equipment free of charge, (3) offering gifts, (4) writing off accounts receivable, and (5) offering professional courtesies to providers to encourage their referral of patients.

All colleagues shall refrain from conduct that may violate fraud and abuse laws. These laws prohibit (1) direct, indirect, or disguised payments in exchange for the referral of business or patients; (2) the submission of false, fraudulent, or misleading claims, including claims for services not rendered, claims which characterize the service differently than the service actually rendered, or claims which do not otherwise comply with applicable program or contractual requirements; and (3) making false representations to any person or entity in order to gain or retain participation in a program or to obtain payment for any service. Providers are also prohibited from making a referral to any entity in which they or their immediate family members have a financial interest, unless approved in advance by the Office of General Counsel.

The foregoing fraud and abuse laws are complex, and the penalties for violation of these laws are severe to both the individual and the Company. You should contact the Office of General Counsel when any uncertainty exists with regard to these laws.



*“Live so that
when your
children think of
fairness and
integrity, they
think of you.”*

*H. Jackson
Brown, Jr.*

4.7 – Gifts and Gratuities

The purpose of business entertainment and gifts is to create goodwill and sound working relationships. The purpose is not to gain an improper advantage with customers, or to allow a vendor to obtain an improper advantage with Concentra. In no event shall colleagues accept or offer gifts, favors, services, entertainment, or other things of value to the extent that decision-making or actions affecting Concentra might be influenced by such gratuities.

Colleagues may accept or offer only those business gratuities that have a nominal value. Concentra does not define “nominal” as a specific dollar value since practices in offering and accepting business gratuities vary among the markets and industries we serve. Consultation is critical – colleagues should ask their supervisor or the Compliance Officer if they have a question about what is appropriate.

Nothing in this policy shall prohibit a business unit or supervisor from establishing stricter rules relating to the acceptance of gifts, gratuities, or other items of value from vendors.

4.8 – Quality of Services

Each colleague must provide high quality services in the performance of their responsibilities for the Company. Patients and other individuals in our care have a fundamental right to considerate care in a manner that safeguards their personal dignity and respects their cultural values. It is the right of such individuals to receive accurate and timely information regarding their health, diagnosis, prognosis, and information necessary to make informed decisions and choices regarding treatment.

5 – Conflicts of Interest

Colleagues may not use their positions to profit personally or to assist others in profiting in any way at the expense of the Company.

All colleagues are expected to act in a manner to avoid both actual impropriety and the appearance of impropriety in connection with the disclosure of or private use of Concentra’s business affairs or plans.

A conflict of interest occurs when a colleague’s private interest interferes in any way – or even appears to interfere – with the best interests of the Company. A conflict of interest may exist if a colleague takes actions or has interests that may make it difficult or impossible for that colleague to perform his or her Company work objectively and efficiently.

5.1 – Relationships with Competitors, Vendors, and Colleagues

Colleagues may not have a personal ownership or other financial interest in any organization that either competes with or does business with Concentra. This does not apply to stock or other investments held in a publicly-held corporation, provided the value of the stock or other investments does not exceed 5% of that corporation’s stock. Concentra may, following a review of the relevant facts, permit ownership interests which exceed these amounts if management concludes such ownership interests will not adversely affect Concentra’s business interests or the judgment of the colleague.



“Virtue is never left to stand alone. He who has it will have neighbors.”

Confucius

No colleague shall perform work, render services for, or receive any direct or indirect financial benefit from any competitor of or supplier to Concentra outside of the normal course of his/her employment with Concentra without obtaining the prior approval of the Compliance Committee. A colleague who resides with an individual or has a family member (including father, mother, brother, sister, son, daughter, in-laws and/or other blood relatives) who performs work for a competitor or supplier of Concentra should consult with the Office of General Counsel.

Concentra seeks qualified candidates, including the relatives of current colleagues; however, the employment of relatives in the same area or department could potentially cause concerns in the workplace including the appearance of a conflict of interest. For this reason, if relatives are employed at Concentra, a colleague may not supervise a relative, either directly or indirectly up the chain of command. Additionally, they may not work in the same department or area, or for the same Supervisor. Occasionally, there may be appropriate exceptions which must be reviewed and approved by the Division/Business Unit President, the Legal department and the SVP of HR in advance to the placement. For purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the colleague is similar to that of the persons who are related by blood or marriage.

Every colleague is required to disclose the existence of such relationships to management and Human Resources prior to a relative applying for a position with the Company, or immediately upon the establishment of a relationship between current colleagues.

5.2 – Participation on Boards of Directors/Trustees

A colleague must obtain approval from the Compliance Committee prior to serving as a member of the Board of Directors/Trustees of any organization, including any charitable or civic organization, except for homeowners’ associations, PTAs, and religious organizations. Concentra retains the right to prohibit membership on any Board of Directors/Trustees where such membership might conflict with the interests of Concentra. All fees or other compensation (other than reimbursement for expenses arising from Board participation) that are received for Board of Directors/Trustees services provided during normal work time shall be paid directly to Concentra. Questions regarding whether or not such participation might present a conflict of interest should be addressed to the Compliance Committee.

5.3 – Honoraria

Colleagues are, with the permission of their supervisor, encouraged to participate as faculty and speakers at educational programs and functions. All fees or other compensation in excess of actual expenses incurred by a colleague shall be paid to Concentra, unless the colleague uses paid time off or time outside of business hours to participate in the program.

6 – Protection of Assets

All colleagues must strive to preserve and protect Concentra’s assets by making prudent and effective use of Concentra’s resources and by properly and accurately reporting its financial condition.



“Real integrity is doing the right thing, knowing that nobody’s going to know whether you did it or not.”

Oprah Winfrey

6.1 – Cash Handling

As a Concentra colleague, you are expected to treat all financial resources (i.e. cash, checks, credit) with the utmost care and diligence. Colleagues are expected to diligently adhere to the Concentra Cash policy and all associated financial procedures.

6.2 – Financial Reporting and Internal Control

All financial reports, accounting records, research reports, expense accounts, time sheets, and other documents must be completed and accurately recorded, and must properly describe the transactions they reflect. Improper or fraudulent accounting, documentation, or financial reporting is prohibited.

Concentra has established internal control standards and procedures to protect the use and reporting of company assets. All colleagues must follow Concentra’s internal control standards and procedures.

6.3 – Personal Use of Corporate Assets

All colleagues are prohibited from improperly using Concentra’s assets for their personal reasons. All business of Concentra shall be conducted in a manner designed to further Concentra’s interest, rather than the personal interest of an individual colleague. Colleagues are prohibited from the unauthorized use or taking of Concentra’s equipment, supplies, materials, or services, excluding nominal use approved by your supervisor. Prior to engaging in any activity on Company time that will result in compensation to the colleague or the use of Concentra’s equipment, supplies, materials, or services for personal or non-work related purposes, colleagues must obtain the approval of their supervisor.

6.4 - Electronic Files

Colleagues must be cognizant of confidential and sensitive information contained within electronic files. All confidential files should be password-protected or appropriately encrypted, and should be saved to a network drive. Confidential or sensitive data should only be saved to a hard drive or thumb drive when no other alternative exists and then should be moved as quickly as possible once a secured network drive is available (also encrypted or password protected).

7 – Political Contributions

Concentra funds may not be used for contributions, directly or indirectly, to any candidate for public office or political party unless approved in advance by the Legal department.

Company colleagues shall not make any contribution on behalf of the Company or request reimbursement from the Company for any political contribution without the prior approval of the Legal department. Although Concentra colleagues may not use Company funds or assets in support of a political candidate or party, Concentra encourages its colleagues to participate in the political process during their time outside of work.



“Strive for integrity – that means knowing your values in life and behaving in a way that is consistent with these values.”

Author Unknown

8 – Harassment Prohibited

Concentra is committed to maintaining a workplace that is free of unwanted harassment.

It is unlawful for colleagues to sexually harass other colleagues and any such conduct is expressly prohibited. In addition, Concentra prohibits the harassment of colleagues on the basis of age, race, religion, sex, national origin, disability, genetic information, sexual orientation, service in the Armed Forces of the United States, or any other basis protected by federal, state, or local law.

8.1 – Examples of Harassment

The following list contains examples of sexual harassment and other harassment (a more detailed list is also included in the Company Colleague Handbook).

- Unwanted sexual advances;
- Offering employment benefits in exchange for sexual favors;
- Verbal conduct such as making or using derogatory comments, slurs, threats, or jokes;
- Visual conduct such as leering, gestures, derogatory posters, photographs, cartoons, or drawings;
- Physical conduct such as assault, unwanted touching, or blocking normal movement; and
- Retaliation for reporting harassment or threatening to report harassment.

Please note that this list is not exhaustive and other conduct not specifically identified may also constitute harassment.



“The strength of a man’s virtue should not be measured by his special exertions, but by his habitual acts.”

Blaise Pascal

COMPLIANCE WITH THE CODE OF BUSINESS CONDUCT AND ETHICS

Concentra has a reputation for integrity and high ethical standards. Central to this reputation is the way in which we conduct business. All colleagues are expected to perform their duties in line with the standards of ethics and business practices contained within this Code of Business Conduct and Ethics. Our Code guides our day-to-day activities and helps us maintain our high standards and integrity.

Any director, officer, or colleague with knowledge of a violation of the Code must immediately report such violation in accordance with the Compliance Reporting Process.

If an individual making a report to a colleague desires to remain anonymous, he or she must inform the person to whom he or she is making the report of this desire. Any colleague who receives a Code of Conduct complaint or report made in good faith shall, upon request by the individual making the complaint or report, strive to keep the source of the report confidential, to the extent possible.

For alleged violations of the Code, Concentra will consider all relevant facts and circumstances, including the extent to which the behavior was contrary to the express language or general intent of the Code, the seriousness of the behavior, the colleague’s history with the Company, and other factors which Concentra, in its sole discretion, deems relevant. Discipline for failure to abide by the Code may, in Concentra’s discretion, range from verbal reprimand to termination.

Concentra’s policy strictly prohibits retaliation or reprisal against any colleague, who in good faith discusses any concern with his or her supervisor, utilizes the Compliance Reporting Process, or calls the Integrity Hotline to make a complaint or inquiry, as provided under 18 U.S.C. Section 1514A; however, if you report a concern in which you are involved, Concentra may impose appropriate disciplinary action for your conduct if it violates the law or the code. This non-retaliation policy also will not protect you in the event you choose to make an unjustified or false report for the purpose of harassment or nuisance or other improper purpose.

The Code is not intended to provide, nor shall be construed as providing, any employment, contractual, or other rights to colleagues, other persons, or other entities. Concentra reserves the right to modify the Code at any time, with or without notice, at its discretion.

Administration of the Compliance Program

Concentra’s Senior Vice President of Corporate Resources serves as the Company’s Compliance Officer. The Compliance Officer is responsible for reviewing and, as necessary, reporting on matters that may arise under the Compliance Program. The Compliance Officer will provide periodic summary updates of all reported Compliance Program matters to the Compliance Committee. Members of the Compliance Committee are recommended by Executive Management and are overseen by the Company’s Board of Directors.

The Compliance Committee is responsible for assisting the Compliance Officer in addressing specific Compliance Program matters that require the Compliance Committee’s involvement, and for providing general oversight over the implementation and operation of the Compliance Program. The Compliance Office and the Compliance Committee shall also report to the Company’s Board of Directors periodically with respect to the Compliance Program.



Any waiver of the Code for executive officers or directors may be made only by the Board of Directors or a committee of the Board of Directors, and will promptly be disclosed as required by applicable and exchange regulations.

Training and Questionnaire

The foundation of Concentra's Compliance Program is training. As a new Concentra colleague, you will participate in an on-line training. In addition to new-hire training, all colleagues must complete on-line compliance training annually. The on-line training includes instruction, realistic workplace scenarios, and a quick quiz to ensure all colleagues understand the expectations, intent and spirit of the Concentra Compliance Program.

The Compliance Questionnaire is another critical element of Concentra's Compliance Program compliance. Each year a portion of our colleagues must complete the questionnaire. This process is crucial as it may identify areas of potential risk, items requiring our immediate attention, as well as ensuring that we meet federal compliance program standards.

Compliance Questions

Some questions you may ask yourself to assess your level of compliance with the Code are:

Have I been asked to do something that may be dishonest, unethical, or illegal? For example: have I documented in the medical records, or participated in billing for services not actually provided?

Have I or other individuals within my office or facility made a gift to or accepted a gift from an existing or potential customer, supplier, patient, or contractor that might prove embarrassing to Concentra or to me? Did I notify my supervisor about the gift?

Have I or do I know of others who have inappropriately used Company assets for personal use? For example: have I copied Company-owned software for my personal use at home?

Do I have a personal business or interest that has profited from doing business with Concentra or to which I have supplied confidential or proprietary information of Concentra? Have I or do I know anyone who has supplied Concentra's confidential or proprietary information to any competitor, vendor, or contractor of Concentra, or to any other unauthorized person?

Do I exhibit ethical behavior in my daily work activities? Would I be embarrassed about my actions at work if they were to be discussed by my family, friends, colleagues, or the media?

“Honesty is the first chapter of the book of wisdom.”

Thomas Jefferson



“Always do right. This will gratify some people and astonish the rest.”

Mark Twain

Compliance Information and Reporting Process

- Option 1: Supervisor or Manager
- Option 2: Human Resources Representative – Local, Regional or VP
- Option 3: Compliance Officer, Office of General Counsel, or Corporate Risk Management
- Option 4: Integrity Hotline

Contact Information

Integrity Program Hotline:	800-756-6663
Audit and Compliance Committee Hotline:	877-393-2506
Compliance Officer & SVP Corp Resources:	800-894-9421
Office of General Counsel:	972-364-8043
Corporate Risk Management:	972-364-8011
Privacy & Security Officer:	972-725-6675
Integrity E-mail Address:	integrityquestions@concentra.com

The Integrity Hotline and Audit and Compliance Committee Hotline are available 24 hours a day, 7 days a week. Calls to either of the Hotlines are received by trained staff who are not employed by Concentra. Integrity Hotline and Audit and Compliance Committee Hotline staff will seek to answer questions or document concerns and forward the information to Concentra’s Compliance Officer or the Company’s Audit and Compliance Committee for appropriate action.

Calls to the Hotlines will not be traced. You may remain anonymous. If you choose to remain anonymous, a tracking number will be assigned to your call so that you may call again and receive information regarding action taken with respect to your concern, as appropriate. If you wish to identify yourself, Concentra cannot guarantee that your identity will not be disclosed. Please understand, however, that your identity and office location may facilitate the Company’s response to your concern, and that such information may be necessary to enable the Company to investigate the matter.