

2022 IMPACT REPORT

# Total Care. Healthier Communities.



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# CEO Message.

## Dear agilon health stakeholders:

Over the past year, our mission to enable the transformation of care delivery has never felt more important. From increased strains on our systems to new players entering the industry, our nation's health care structure has continued to be at odds with the needs of primary care physicians and their senior patients.

At agilon, we continue to be fearless in reimagining a better system—and relentless in our pursuit of creating it. We do this by hiring passionate, driven people and partnering with community-based physician groups who care deeply about the patients they serve. Together with these **changemakers**, we work with a sense of urgency to fix a broken system and deliver better health outcomes to older adults.

In 2022, our high-touch approach empowered our partners to achieve incredible results for their patients. Senior Medicare Advantage (MA) members have 21% fewer emergency room visits, 38% fewer hospital admissions, and 33% fewer hospital readmissions compared to Fee-for-Service (FFS) Medicare benchmarks. And physicians get to spend more time with complex patients while reporting higher levels of satisfaction: From 2021 to 2022, the retention rate for agilon's physician partners was 93%.

2022 was a year of tremendous growth. We saw 2,200+ primary care physicians on the agilon platform, reinvested over \$179 million to partners and local primary care within the communities we serve, and became the trusted partner in 25 diverse communities across 12 U.S. states, serving approximately 358,600 Medicare patients. Through our new partnership with MaineHealth, we now have our first integrated health system with a medical group—the largest single aggregated physician partner in our history.

agilon is leading the way in creating a new healthcare paradigm by changing the models for payment, resources, and information, resulting in significantly better cost and quality outcomes. We are certainly not tackling this monumental task alone. Our partnerships with leading physician groups are the heart of our efforts to build a new, sustainable primary care model. By bringing our people, process, capital, and technology to the table, our physician partners can practice medicine the way they were trained, providing care that senior patients deserve.

I couldn't be prouder about where we are—and where we are headed. Fueled by our passion and our purpose, we will continue to forge ahead. **In addition to our original vision of targeting 100+ communities, we have added the goals of growing our network to 10,000 primary care physicians and reinvesting \$10 billion+ into partners and local primary care within the communities we serve.**

As our network grows, we enable higher-value care at scale and create even more meaningful impact for physicians, groups, and communities.

I'm excited to share this 2022 Impact Report with you, which reflects our progress and commitments in the areas that are most important to our stakeholders and our business. In these pages, you'll see the strategy and steps we are taking to **reimagine health care** as we know it.

I am grateful for our talented and passionate team members, and physician partners whose commitment to our mission inspires me every day. And thank you to our stakeholders, who have supported us along this journey.

Best,



**Steve Sell,**  
Chief Executive Officer



# About Us.

agilon health was founded in 2016 on the belief that healthcare was structurally broken. Seniors felt the enduring strain of getting the primary care they needed to stay healthy, and the doctors they relied on were burnt out in a care structure that rewarded volume over value. Yet we saw a clear solution: turning to and teaming up with the existing pool of primary care physicians (PCPs) and giving them the tools and incentives to truly focus on providing **high-value medical care**.

Today, agilon health is helping physician groups transition to a value-based, Total Care Model for senior patients. With a purpose-built platform, cutting-edge technology, long-term partnerships, and a peer network of like-minded physicians, our model allows physician groups to focus on the total health of their most vulnerable patients. The result: PCPs who can devote the right amount of time with the patients who need it most. Together with our caring and driven physicians and professionals, agilon is creating the healthcare system America needs—one built on the value of care, not the volume of fees.

Headquartered in Austin, Texas, agilon health has six collaboration hubs across the United States and a global technology center of excellence.

## About This Report

Our second **Total Care, Healthier Communities Impact Report** shares agilon’s Environmental, Social, and Governance (ESG) performance relative to issues important to our key stakeholders: physician partners and their patients, employees, investors, payers, and others. The report highlights activities and programs during our fiscal year that ended on December 31, 2022. Moving forward, we expect to continue providing annual updates on our ESG journey and process. We have used several ESG reporting frameworks and standards to inform our strategy and reporting efforts, including the Sustainability Accounting Standards Board (SASB).





# Our Total Care Model

agilon’s Total Care Model encompasses the long-term partnerships, purpose-built platform, and peer network that empowers physicians to make the transition to full-risk, value-based care. The Model encourages PCPs to think differently, focusing on keeping patients healthy and providing care that results in better health outcomes and lower costs in their communities. Thus, also enabling greater satisfaction for patients and physicians.



## PLATFORM

Built by and for physicians, agilon’s purpose-built and tech-enabled platform provides a robust infrastructure that empowers our physician partners to transition to and sustain a value-based Total Care Model in their communities.



## PARTNERSHIP

As a trusted partner of physician organizations, we are dedicated to supporting practice growth, empowering improvement in patient care, and improving physician satisfaction.



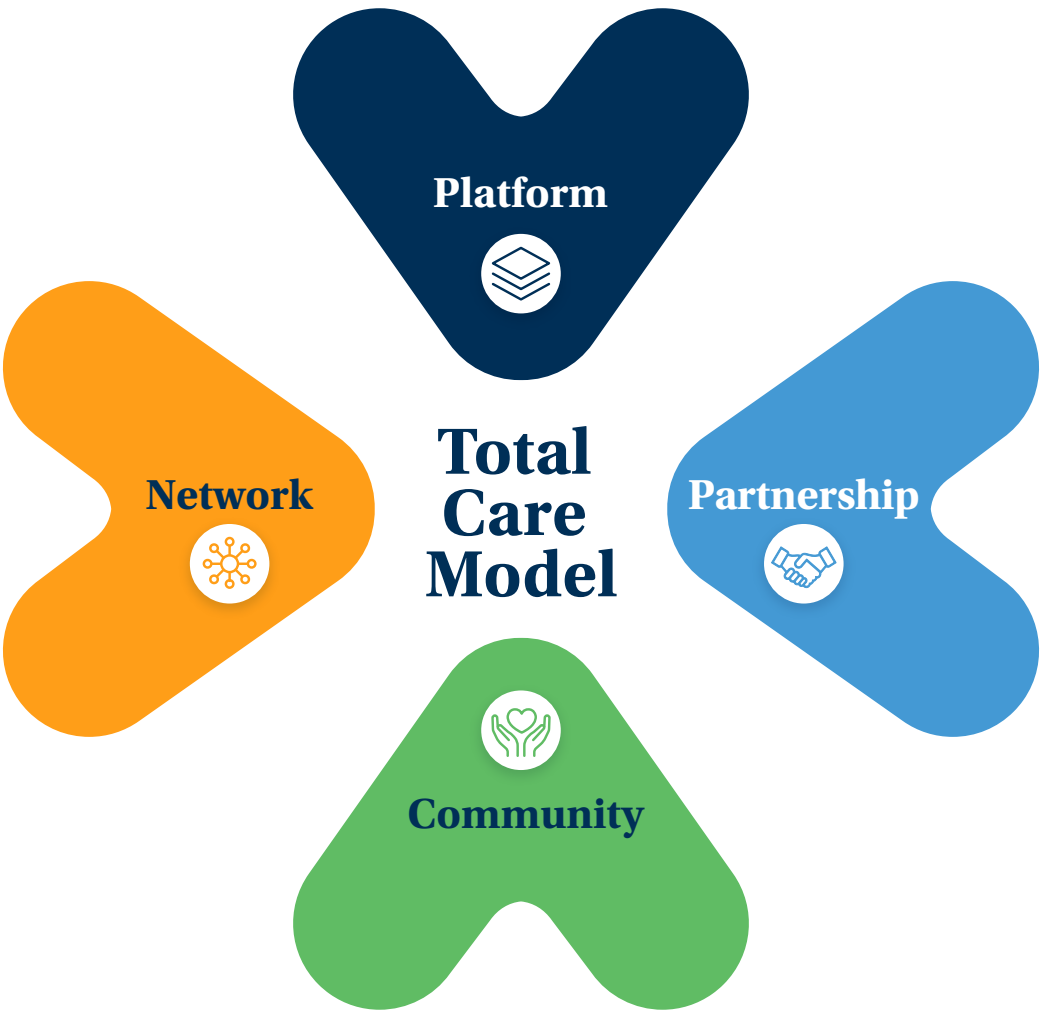
## COMMUNITY

We’re bringing value-based care to senior patients in diverse cities and towns across the country, with the ultimate goal of reinvesting \$10 billion+ into partners and local primary care within the communities we serve.



## NETWORK

agilon’s entrepreneurial physician partners become part of a unique network where they can share ideas and best practices with peers across the country, pooling their strengths and accelerating change.



## Our Vision

To transform the future of health care in 100+ communities across the country by facilitating exceptional patient-physician relationships.

## Our Mission

To be the trusted long-term partner of community-based physicians, enabling them to reimagine the patient experience for older adults and lead the transformation of care delivery in their communities.

## Our Purpose

Empowering physicians to transform health care in our communities.

747  
employees

\$2.7B  
revenue

358,600  
total senior members

2,200+  
primary care physicians

23  
physician partner groups

25  
communities across 12 states

# Our Approach to Creating Impact.

At agilon health, we are driven by our purpose of empowering physicians to transform health care in our communities. We recognize that our current FFS healthcare system is broken. This system breeds inefficiencies and creates a misaligned incentive structure, rewarding expensive interventions like tests and procedures rather than rewarding health behaviors, overall care, and care necessitated by inadequate data to support preventive services. In addition, today's seniors are stressing the system in unprecedented ways: By 2030, there will be 78 million Medicare beneficiaries in the U.S., but only 200,000 primary care physicians to treat them.

We believe that fixing this problem is a social imperative. That's why we're building long-term partnerships with physician groups and healthcare systems.

Our impact strategy was informed by a process that included identifying a list of potentially relevant topics based on benchmarking, SASB, and internal business strategy. We then collected insights and survey data from various stakeholders. With this input, we identified the following material issues that are both relevant to our core business and important to our stakeholders.

## Material Issues

- Access to primary care
- Data privacy and security
- Employee wellbeing
- Ethics and compliance
- People management
- Simplifying the health care experience
- Sustainable healthcare system
- Value-based innovation
- Value and quality of healthcare

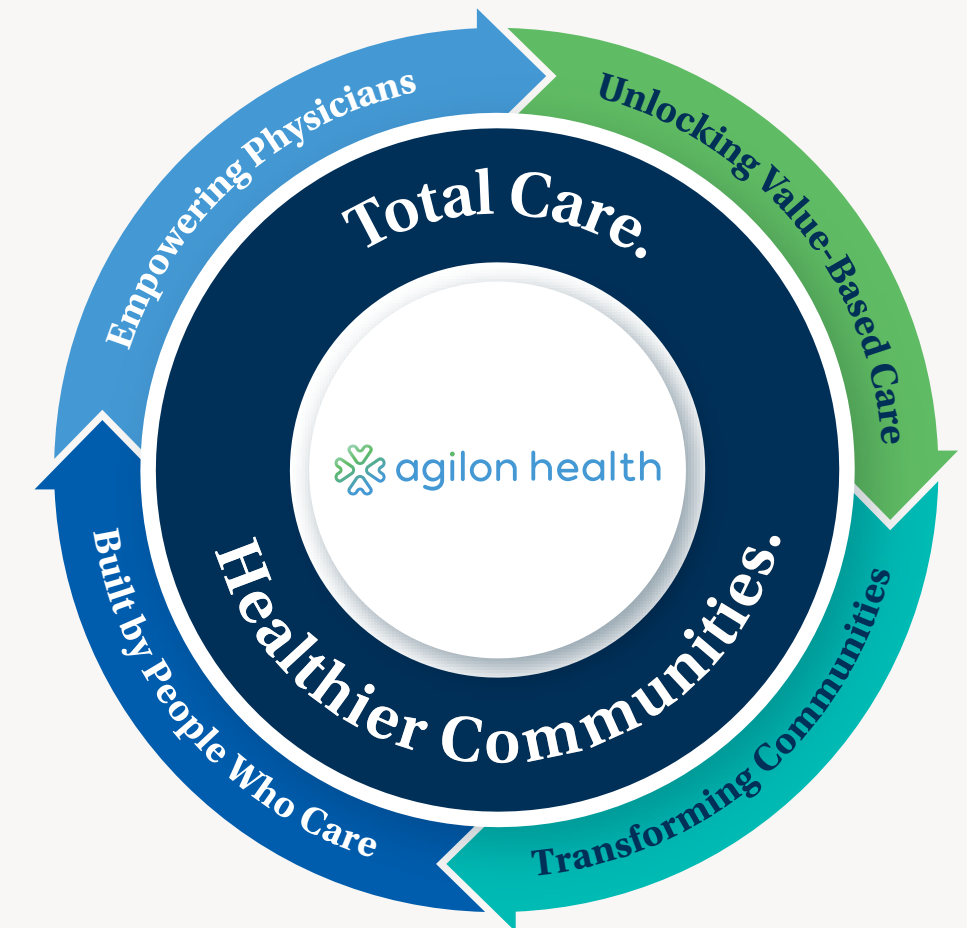
Since 2021, our Board of Directors provided oversight of ESG topics through quarterly updates, which included the review and approval of our ESG strategy by our Nomination and Governance Committee.

See the Appendix on [p. 26](#) for a complete list of all potential material topics, as well as a matrix that illustrates the relative importance of each of these topics to agilon's success.

## OUR AMBITIONS

- Transform the future of health care for **100+ communities**
- Enable **10,000 primary care physicians** to practice value-based primary care as part of our network
- Reinvest **\$10 billion+** into partners and local primary care within the communities we serve

## OUR STRATEGIC FRAMEWORK



This strategy articulates how we uniquely address societal challenges, and where the company needs to focus to succeed. It consists of four core strategic pillars:

- Empowering Physicians
- Unlocking Value-Based Care
- Built by People Who Care
- Transforming Communities



# 2022 Highlights.

## EMPOWERING PHYSICIANS

We empower physicians to focus on the total health of their senior patients.

**2,200+**

PCPs within agilon's peer network.

**48%**

women PCPs in agilon physician partner practices.

**86%**

of providers from agilon physician partners believe that quality of care programs delivered via the agilon Total Care Model enable better care.

**80+**

patient Net Promoter Score (NPS) among patients in a total-care relationship with an agilon physician partner.

## UNLOCKING VALUE-BASED CARE

We've created a system built on the value of care, not the volume of fees.

**23**

physician partners that were live or implementing agilon's full-risk value-based care model, as of 2022.

**358,600**

senior Medicare members in a total-care relationship with an agilon physician partner.

**95%**

of patients agree that they receive comprehensive, high-quality care from their agilon physician partners.

**Five-star ratings**

for breast and colorectal cancer screenings.

**43%**

more touchpoints for high-risk patients in a total-care relationship with an agilon physician partner.

## TRANSFORMING COMMUNITIES

We bring quality health care to those who need it most.

**\$400 million**

reinvested back into partners and local primary care within the communities we serve since 2018.

**673**

agilon physician partner and non-partner market practice locations across 25 diverse communities.

**41%**

of agilon health physician partner practice locations reside in health professional shortage areas (HPSA) and 22% are located in medically underserved areas (MUA).<sup>1</sup>

**21%**

lower emergency room (ER) utilization, 38% lower hospital admissions and 33% lower hospital readmission rate for MA patients in a total-care relationship with agilon physician partners, compared to Medicare FFS benchmarks.

## BUILT BY PEOPLE WHO CARE

We create a work environment where passionate people thrive.

**81<sup>st</sup> percentile**

employee score when asked if they are proud of the work they do, as compared to industry peers.

**73<sup>rd</sup> percentile**

employee engagement score, as compared to industry peers.

**86<sup>th</sup> percentile**

employee score when asked if race was a non-issue in their ability to succeed; 87th percentile employee score when asked if gender was a non-issue in their ability to succeed.

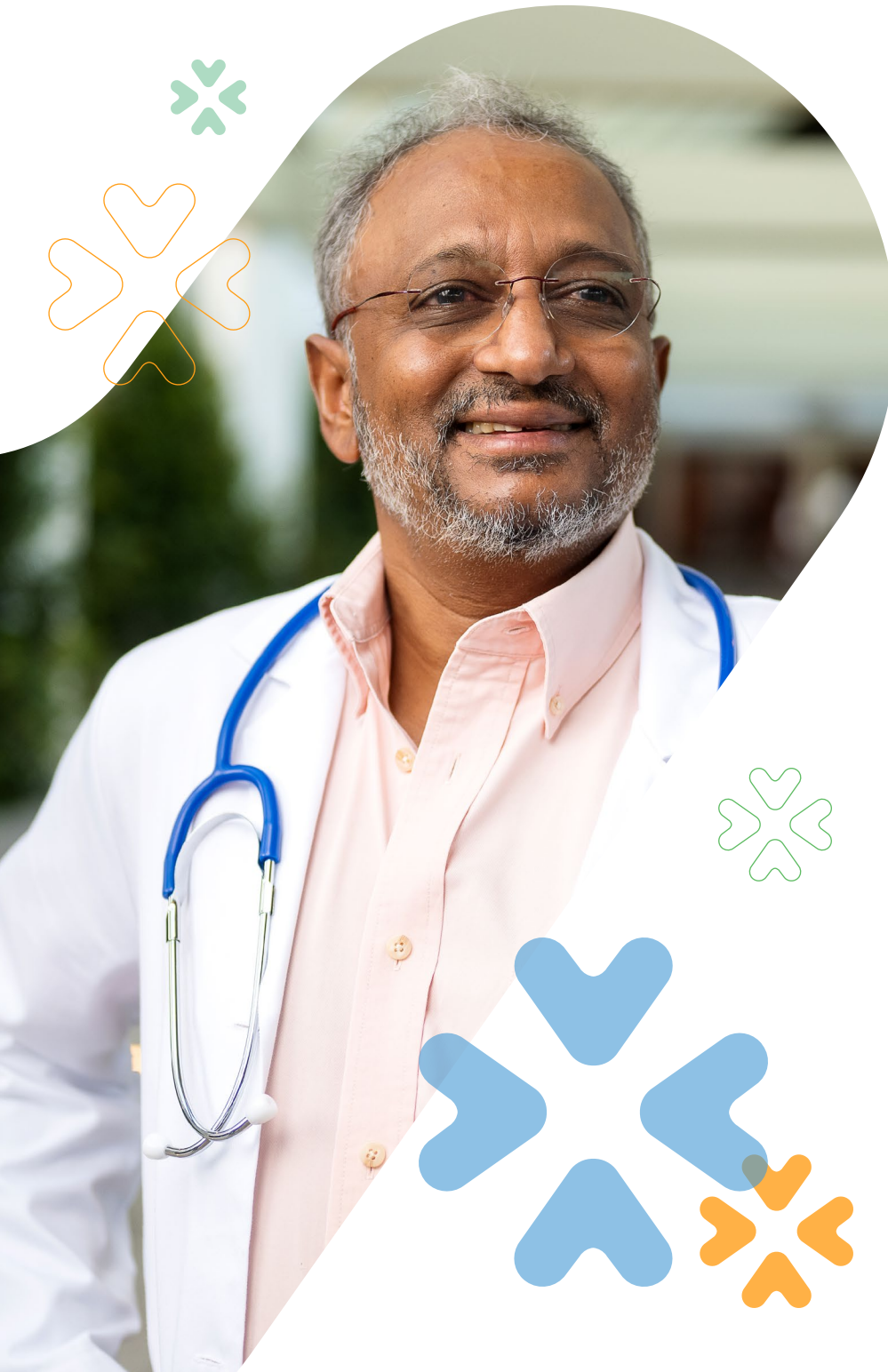
**60%**

of agilon employees in the U.S. and India are women.

**47%**

of all U.S. agilon employees self-identify as a person of color.

<sup>1</sup> Partnered markets only including live and implementing for 2022.



# Empowering Physicians.

The agilon Total Care Model empowers our physician partners to transition to full-risk, value-based care which improves the provider experience and delivers better outcomes for senior patients.

## Creating a Sustainable Primary Care Model

More than 10,000 seniors are turning 65 every day. This increased demand for quality care is stressing the system in ways never seen before. At the same time, there is a massive shortage of PCPs. Primary care has become one of the lowest-paying specialties and current PCPs are experiencing severe burnout – often retiring early or leaving the specialty entirely.

It's clear that PCPs need a new, sustainable business model for their Medicare patients.

agilon health is filling this crucial need. With our model, providers are accountable for the cost and quality of all care delivered to the patient, and get paid a flat fee every month rather than getting compensated for the volume of services and care provided. This results in significant benefits for physicians, including more control over their patients' care, reductions in unnecessary spending, and increased administrative efficiency.



Our approach is working: While the national physician retention rate between March 2020 and April 2022 was 49%, agilon's primary care physician retention rate was 88% over that same time period.<sup>2</sup>

<sup>2</sup> Source: MedCity News



## Improving the Physician Experience

Creating this sustainable model goes far beyond economics. agilon has developed an entire ecosystem that gives physicians comprehensive support, which includes peer networks, mentorship opportunities, forums, and councils that provide information and knowledge sharing between physician partners.

Another essential element of our model is supplying our partners with actionable data and insights from our proprietary platform. This provides transparency and a holistic view of patients' health, supporting PCPs to deliver the comprehensive and individualized care they were trained to deliver.

See the Appendix on [p. 27](#) to learn more about how agilon's model puts the physician at the center.



### Women Physician Leadership Council

Women physician leaders are underrepresented in our healthcare system, while inequities in compensation compared to their male colleagues persist.

agilon's Women Physician Leadership Council develops leadership within the agilon practice network and the next generation of women physicians who are delivering value-based care in their communities. In 2022, the Council membership increased from 13 to 21. We also launched a new provider resource group for all women providers and allies in our network. We're proud to report that two members of the Council were promoted to lead their respective practices: Victoria DiGennaro, M.D., family physician at Pioneer Physicians Network in Cuyahoga Falls, Ohio, and Jan Froelich, M.D., primary care physician at PriMed Beaver Creek Family Practice in Beaver Creek, Ohio (See [p. 10](#) to read more about Dr. Froelich).



# 48%

of our partners' physicians  
are women





## PARTNER STORY

### Jan Froelich, M.D.

Dr. Jan Froelich grew up in a military family. So, when she had the opportunity to join the Air Force after medical school, she didn't think twice about following in her family's footsteps.

After serving as a military doctor, she returned to civilian medicine in Dayton, Ohio. Now, she supports her senior patients at Ohio's PriMed Beaver Creek Family Practice, which cares for over 1,200 Medicare and MA enrollees.

Dr. Froelich says that her military background has led her to understand the many benefits of working in a process-driven way. She finds that the agilon model is a great match for her style because the structure enables her to put efficient processes and best practices in place, leading to quality, comprehensive care for her senior patients.



*Our patients have come to really appreciate and expect that they get special touches. They talk to us by name about our team members. It's everybody working together, not just led by me, and patients feel they are able to reach out and get that support instead of waiting to crash and burn."*



PATIENT STORY

Nerissa Singleton

Nerissa Singleton, 86, of Columbus, Ohio, suffers from syncope, a medical condition that causes loss of consciousness caused by a fall in blood pressure. The condition has given rise to numerous falls and other issues, leading to frequent emergency department (ED) visits.

Such falls are commonplace for people 65 and older suffering from syncope: Every year, three million people over 65 experience a fall and 32,000 people lose their life from complications due to falling.

Two days after a particularly bad incident, Singleton felt pain and weakness in her tailbone and legs. In order to be seen quickly, her PCP at agilon partner Central Ohio Primary Care (COPC) referred Singleton to the Care Coordination Team. A nurse met with Singleton in her home and did a comprehensive safety evaluation.

When Singleton eventually saw a neurologist, she was given a clean bill of health. Since receiving care through regular licensed practical nurse (LPN) visits and steady communication with her PCP and neurologist, Singleton did not have to visit the ED for six months. She is grateful for the support and personalized approach.



*My care coordinator was smart, kind, caring, and always there for me. Thank you, COPC, for sending me an angel."*



KEY DATA POINTS FOR 2022:



~90%

retention among MA patients



86%

of providers from agilon physician partners believe that quality of care programs delivered through agilon Total Care Model enable better care



80+

patient Net Promoter Score (NPS) among patients in a total-care relationship with an agilon physician partner



# Unlocking Value-Based Care.

We are innovating new, sustainable approaches to value-based care, prioritizing the value of care over volume of fees in order to transform the way health care is delivered.

## Innovating for Better Care

It requires innovation and efficiency to shift to value-based care from a volume-based system. agilon's Total Care Model delivers an innovative approach, encouraging PCPs to think differently. Rather than focusing on providing more services and being paid for each service, they are rewarded for keeping patients healthy and providing care in the most appropriate setting. PCPs have access to data, tools, and information to identify potential gaps in care delivery and provide a more efficient experience for patients. And both payer and provider are aligned to deliver the care needed to enable patients to lead healthier lives.

Our approach is yielding results. Practices that partner with agilon have seen significant year-over-year improvement in quality scores. Our senior MA members have 21% fewer ER visits, 38% fewer hospital admissions, and 33% fewer hospital readmissions compared to FFS Medicare benchmarks.

# 23

**physician partners have transitioned to or implemented agilon's full-risk value-based care model, as of 2022**

# 358,600

**senior Medicare members in a total-care relationship with an agilon physician partner**



## Reducing Wasteful Spending


Approximately 25% of the \$3.8 trillion spent annually in the U.S. on health care can be characterized as waste.<sup>3</sup> Our model takes aim at this waste. We partner with, rather than acquire, PCPs, maximizing the existing infrastructure of physician groups in their local communities. Rather than rewarding expensive interventions like tests and procedures, our value-based model focuses on keeping patients out of the hospital through preventative care like Annual Wellness Visits (AWVs) or care management programs for patients with chronic diseases. As the quality of care goes up, patients can avoid unnecessary procedures that often result from misalignments in the system.

### KEY DATA POINTS FOR 2022:

 **Five-star ratings:**

- breast screenings
- colorectal cancer screenings

 **43%**  
more touchpoints for high-risk patients

 **96%**  
of MA members rely on their PCP for specialty referrals

 **78%**  
of MA members receive AWVs



### ADVOCATING FOR VALUE-BASED CARE POLICIES

agilon health works to transform the system on a national scale. With our proven track record within the senior care demographic as well as underserved, at-risk populations, we are working to create an overall better healthcare system. Part of this includes advocating for value-based policies to advance our goals.

Our advocacy priorities include protecting and strengthening the MA program, educating policymakers on the potential for global risk models like ACO REACH to improve patient outcomes, and partnering with national organizations and campaigns to advance primary care-led delivery system reform.

## America's Physician Groups

**America's Physician Groups (APG)** is a national organization of medical groups and independent physician associations (IPAs) that represents approximately 170,000 physicians. APG's federal Political Action Committee (PAC) supports Members of Congress who are committed to advancing risk-based coordinated care. In support of, and in alignment with, APG's advocacy priorities, the agilon team sits on multiple working groups to support ACO Realizing Equity, Access, and Community Health (ACO REACH) and MA federal policy work. In addition, agilon partners have taken key APG leadership positions: William Wulf, M.D., CEO at COPC and founding physician partner of agilon, has served as past chair for the APG Board of Directors, and Anas Daghestani, M.D., President and CEO of Austin Regional Clinic, filled this role in January 2023.

<sup>3</sup> "Waste in the US Health Care System Estimated Costs and Potential for Savings" by JAMA, October 2019: <https://jamanetwork.com/journals/jama/article-abstract/2752664>





## Catalyzing Impact Through Industry Collaboration

agilon is a founding partner of **Primary Care for America**, a collaboration of organizations focused on demonstrating the need for increased primary care investment and innovation in care delivery and payment models. The **Healthcare Transformation Taskforce** is an industry consortium that brings together patients, payers, providers, and purchasers to align private and public sector efforts to clear the way for a sweeping transformation of the U.S. healthcare system. As a member organization, agilon's Chief Communications and Public Affairs Officer Claire Mulhearn sits on the Taskforce's Board of Directors.

In addition, agilon actively participates in the **American Academy of Family Physicians (AAFP)**, which is committed to advancing family medicine and patient care, **America's Medical Group Association (AMGA)**, a trade association leading the transformation of health care in

America through advocacy and consulting, and **Better Medicare Alliance (BMA)**, which aligns providers and health plans toward the success of the MA program.

“

*Collaboration and consensus hold the keys to reforming a broken system. Building strong, diverse coalitions who share a commitment to driving advocacy, investment, and improved value-based care delivery have the vast potential to catalyze long-lasting change.”*



**Claire Mulhearn**  
Chief Communications and Public Affairs Officer



# Transforming Communities.

We're helping to transform communities by bringing value-based primary care to those who need it most.

## Reinvesting to Improve Care

In far too many communities across the country, access to primary care is limited. This leads to higher rates of illness, lower levels of preventive care, and worse health outcomes—while imposing heavy financial burdens on patients and local healthcare resources.

Our [Total Care Model](#) has made it possible to reinvest \$400 million into partners and local primary care within the communities we serve. Local communities benefit from this reinvestment, which creates newfound efficiencies and helps to sustain and grow access to high-quality primary care that is critical for underserved communities. In addition, improved primary care helps senior patients stay out of the hospital, which in turn reduces the burden on other local healthcare resources. Because the Total Care Model rewards physicians for spending more time with their highest-need patients, it improves care delivery which is especially important at critical junctures such as specialty visits and end-of-life care.



## \$400M

reinvestment to partners and local  
primary care within the communities  
we serve since 2018



## Expanding Access to Primary Care

At agilon health, the partnerships we build help expand equitable access to value-based care in regions across the nation. In 2022, we announced a major milestone: a collaboration with [MaineHealth](#), the first of our integrated health system partnerships. MaineHealth is the largest integrated health system in northern New England. This partnership will help bring a full-risk value-based care model to senior residents in Maine and New Hampshire.

We also partner with a variety of physician groups, including primary care-only groups, multi-specialty groups, physician networks, and health systems. Our ability to work with diverse groups and serve underserved communities enables us to bring our Total Care Model to many senior patients across the country, not just those in large metro areas in select states.

### KEY DATA POINTS FOR 2022:

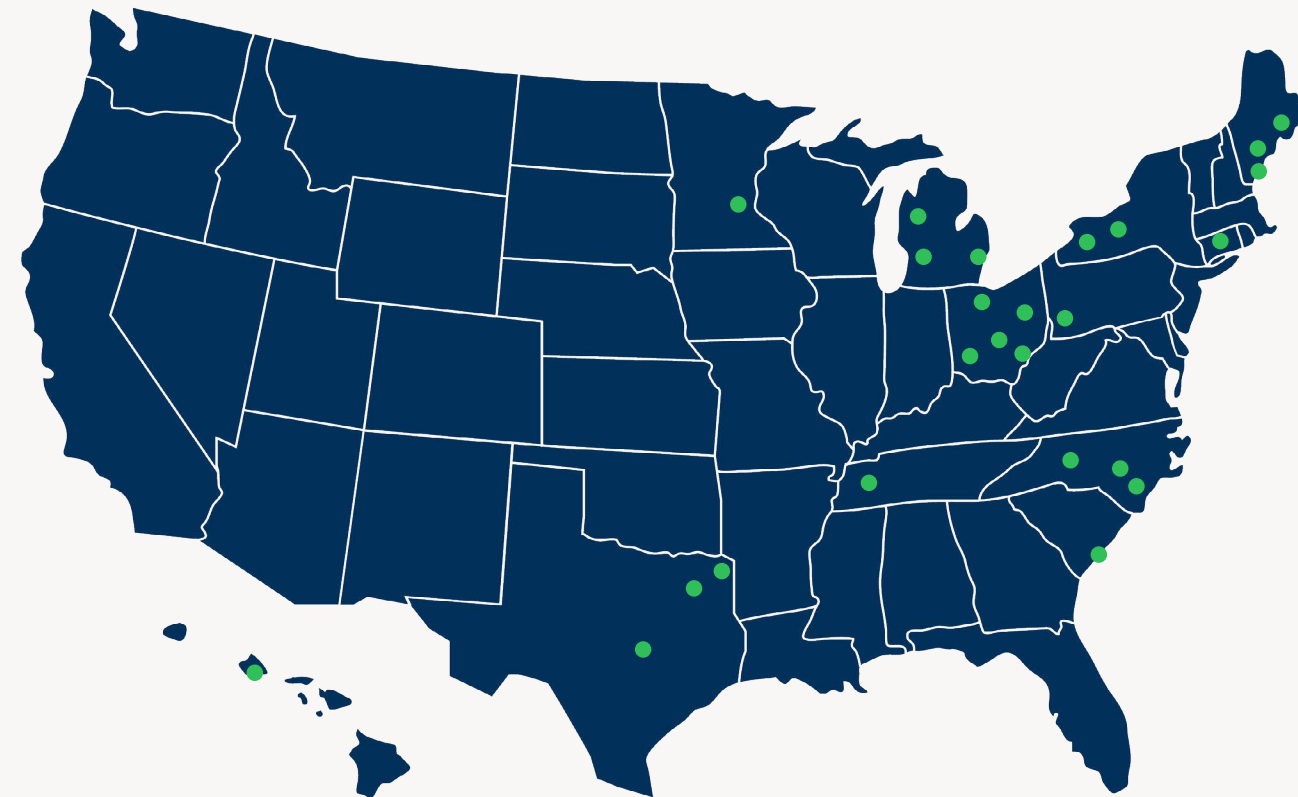


23

physician partners across 25 communities



## IN 2022, WE PARTNERED WITH LONGSTANDING AND LEADING PHYSICIAN GROUPS ACROSS 25 COMMUNITIES IN 12 STATES



#### Connecticut

- Hartford

#### Hawaii

- Honolulu

#### Maine

- Bangor
- Lewiston
- Portland

#### Michigan

- Detroit
- Grand Rapids
- Traverse City

#### Minnesota

- Twin Cities

#### New York

- Buffalo
- Syracuse

#### North Carolina

- Pinehurst
- Statesville
- Wilmington

#### Ohio

- Akron
- Columbus
- Dayton
- Toledo
- Zanesville

#### Pennsylvania

- Pittsburgh

#### South Carolina

- Charleston

#### Tennessee

- Jackson

#### Texas

- Austin
- Longview
- Texarkana

41%

of agilon health physician partner practice locations reside in HPSA and 22% are located in MUA

90%

of agilon partner locations accept new patients vs. 70% as the national average



# Built by People Who Care.

Our mission is made possible because of the passion, determination, and drive of our employees. We support them with programs for health and wellbeing, giving back to our communities, and professional growth.

## Building a Diverse, Equitable, and Inclusive Culture

The best way to pursue our goal of delivering value-based care to as many communities as possible is through our 700+ dedicated team members: changemakers with a mission to reimagine health care. We are committed to ensuring they feel supported, included, and valued.

Diversity, equity, and inclusion (DEI) are core priorities in developing our workforce and culture. This includes recruiting and hiring diverse employees, encouraging colleagues to support each other, and providing educational opportunities that promote a deeper understanding of differences.



# 60%

**of employees are women in the U.S. and India—  
33% CEO Directs and 48% Directors and above**



To advance our DEI efforts, in 2022, we:

- Required hiring managers to interview diverse candidates for every open position at or above the Director level.
- Launched two new Employee Resource Groups (ERGs): Women@agilon and Pride@agilon.
- Added a feature in our HR system to allow employees to enter personal pronouns and encouraged all employees to add pronouns to their email.
- Held a series of company-wide “Days of Understanding” to learn about affinity groups such as Hispanic/Latin X and LGBTQ+ experiences.

We have several organizational structures in place to maintain accountability for our DEI efforts, such as a DEI task force that oversees our efforts. Our Code of Conduct emphasizes equity in every aspect of our business, and our Compensation and Human Capital Committee reviews the status of our diversity and inclusion efforts quarterly.

47%

of U.S. employees self-identify as people of color—  
44% CEO Directs and 24% Directors and above

Board Diversity

We are committed to diversity at every level of our company, including the composition of our Board, which in 2022 consisted of 11 people. This included two women, and three men who self-identify as persons of color. In 2022, four of our Board members were independent.

Our Board of Directors



Steven Sell



Karen McLoughlin



Ron Williams



Ravi Sachdev



Sharad Mansukani, M.D.



Richard J. Schnall



Jeffrey Schwaneke



Derek L. Strum



William Wulf, M.D.



Clay Richards



Diana McKenzie<sup>4</sup>

<sup>4</sup> Appointed in early 2023.





## EMPLOYEE STORY

### Marisela Rangel, Senior Compliance Auditor

Marisela Rangel has always enjoyed a challenge. In 2022, she switched gears in her role as a Registered Nurse (RN) Case Manager at the market level to become a Senior Clinical Compliance Auditor with agilon's Legal & Compliance department. "I needed something to keep me on my toes and push me to learn more," Rangel says.

Her commitment to growth didn't end there. In 2021, Rangel completed Empower, agilon's six-month leadership and coaching program for high-potential employees. Through the program, she says she learned confidence and what makes a great leader. Rangel was able to practice these new skills on the job, and soon landed a promotion and became a co-lead for the Women@agilon ERG. In this role, she plans monthly events, recruits new members, and serves on the DEI task force.



Rangel is highly motivated by a hope for women to support each other. "I believe in building others up, women empowering women," she says.

Whether serving as an agilon mentor or doing community outreach in her hometown of Austin, Texas, all of Rangel's efforts stem from her desire to make a difference in the world—a world that she feels has been nurtured and supported during her time at agilon. "At agilon, I have a voice."



## Creating a Meaningful Workplace

In 2022, agilon achieved Great Place to Work (GPTW) Certification™, with 86% of agilon employees who took the GPTW survey rating agilon as a great place to work, compared to 57% at a typical U.S.-based company. In addition, 92% of respondents reported that when they joined the company, they were made to feel welcome, and 90% say they are able to take time off from work when they think it's necessary.

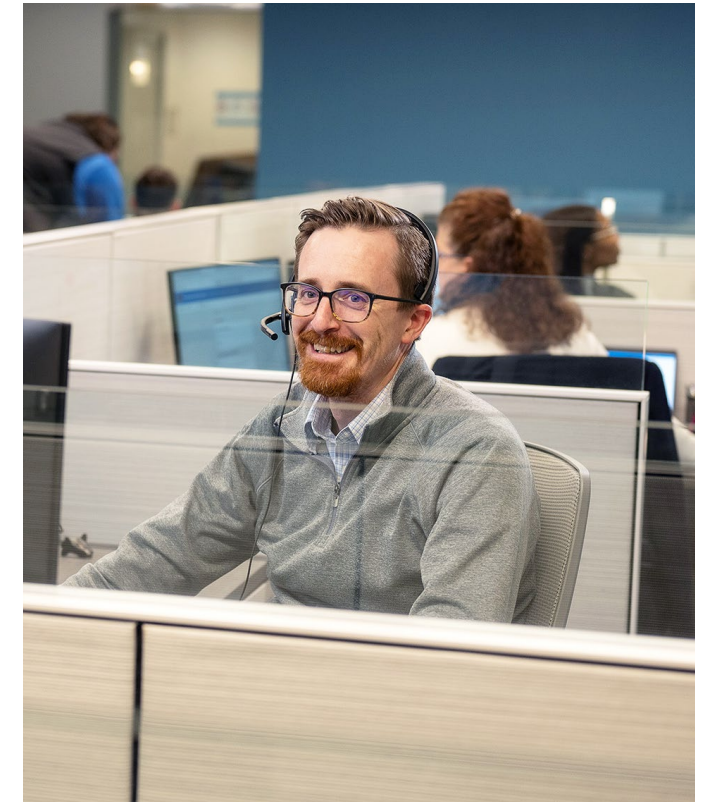
### Here are some of our other 2022 highlights:

#### Employee Benefits & Development

- Developed a new paid parental leave benefit and updated our 401(k) plan.
- Launched Individual Development Plans (IDPs) for employees to indicate their career interests and work with their managers to outline a career path.
- Enabled a total of four cohorts through 2022 to complete Empower, our six-month leadership program.

#### Workplace Wellness

- Sponsored Wellness Day, a new paid holiday for agilon employees that is focused on mental health and personal well-being.
- Continued our wellness@work initiative, which includes benefits such as unlimited paid time off for exempt employees, increased vacation time for non-exempt employees, and weekly mindfulness meditation sessions.





## ENGAGEMENT THROUGH VOLUNTEERING AND GIVING

We strive to create a work environment where agilon changemakers can contribute to our purpose and feel empowered to make a difference. Through our Volunteer Time Off (VTO) benefit, every employee in the U.S. is encouraged to take eight hours of paid VTO per calendar year to volunteer in their communities. In 2022, more than 400 VTO hours were logged.

### In 2022, agilon employees:

- Helped food-related programs across the U.S., including the Central Texas Food Bank in Texas, Orange County Food Bank in California, and Greater Boston Food Bank in Massachusetts.
- Supported seniors, including the Silver Fox Senior Social Club in New York, the Salvation Army's Adopt a Family/Adopt a Senior program in Maine, and an elder care shelter for homeless elderly women in Bangalore, India.
- Helped at school-related events, including the building of the Carlisle Castle playground in Massachusetts.



## Walking to End Alzheimer's Disease

In 2022, agilon launched our inaugural Walk to End Alzheimer's National Team. Hosted by the Alzheimer's Association, the Walk is the world's largest event to raise awareness and funds for Alzheimer's care, support, and research. The agilon National Team raised nearly \$60,000 for the organization, which included \$30,000 raised by the 21 local teams plus a company match.







# Governance: Doing Business the Right Way.

As a company built on a foundation of trust, doing business the right way is central to how we operate.

## ESG Oversight and Board Diversity

Doing business the right way includes oversight of ESG topics. Since 2021, our Board of Directors provided oversight of and input on ESG topics through quarterly updates. This included the review and approval of our ESG strategy by our Nominating and Governance Committee. We believe that our commitment to ESG is not only the right thing to do, but is also essential to our long-term success. By addressing ESG risks and opportunities, we are better positioned to deliver value to our stakeholders and create a healthier future for all.

In addition, we are committed to a Board that represents a diversity of backgrounds, expertise, and one that represents the people we serve. In 2022, our 11-person Board included two women, and three men who self-identify as persons of color.

## Caring for the Environment

As we bring our Total Care Model to more communities, we remain focused on reducing our environmental burden. One way we do this is through our data centers, because they provide a key opportunity to become a more sustainable company. We are making progress: In 2022, we migrated to a platform that is 3.6 times more efficient than the median of enterprise data centers surveyed in the U.S. In addition, our data centers have implemented programs to lower their carbon footprint and use techniques such as evaporative cooling and recycled water to minimize waste.

We look to our operations for other ways to reduce our footprint. Because our partnership model supports the nation's primary care capacity, this enables existing physicians in smaller towns to stay in business and use current office space to deliver services.



In turn, patients don't have to drive long distances in order to receive care. Our environmental efforts also extend to agilon's offices across the country and in India, where we take a common-sense approach to reducing waste through initiatives such as encouraging recycling in our offices.

## Building an Ethical Company

agilon's efforts to provide greater access to high-quality health care require us to observe the highest standards of ethical conduct. agilon recognizes all state and federal laws. As a company, we are committed to improving the lives of our employees and members of the communities they serve.

Our culture of compliance ensures that all members of our team are aware of, and committed to observing, the legal and regulatory requirements relevant to their roles. This is enabled through our [Code of Conduct](#), which was revised in 2022, as well as our corporate policies on adherence to federal and state laws, conflicts of interest, the retention of records, government contracts, and an array of other issues. Because we strive to meet standards that go beyond what is legally necessary, our Code of Conduct also includes mechanisms for raising concerns about workplace behavior, our Whistleblower policy, and other internal rules and guidelines.

In addition, we have robust quality management systems and processes that support our long-term partnership model. As we continue to expand our network, we remain acutely aware of our responsibility to establish relationships with partners who share our values, such as protecting fundamental human rights.

## Protecting Data Privacy and Security

Our business is built on trusted relationships with payers, providers, and our physician partners, including their patients. Protecting the integrity of our data is essential to building and keeping this trust. We observe rigorous standards to maintain the privacy and security of protected health information.

We are bound by existing laws and provisions regarding data security and privacy. This includes the confidentiality provisions of the Health Insurance Portability and Accountability Act (HIPAA), the Health Information Technology for Economic and Clinical Health Act (HITECH), and all state laws governing the use and disclosure of health information and records. Our standards apply to the use and disclosure of private health data or personally identifiable information. Such disclosures are made in compliance with HIPAA regulations and other applicable laws, rules, and regulations, and are shared internally and externally on a need-to-know basis. In addition, data users within the company only have access to the minimum amount of data required to perform their essential functions.

We communicate a patient's rights in our Notice of Privacy Practices, which is published online. This policy outlines a patient's rights, such as requesting copies of medical records, asking us to limit the data we use or share, and viewing a list of entities that have received their data. It also defines the cases where agilon can share health information, such as to collaborate with physicians or bill for services.

We promptly respond to requests for information and complaints regarding data privacy, and any suspected or actual breaches of information are immediately reported to agilon's Chief Compliance Officer. In addition, we will never sell patient information or use it for marketing purposes without explicit written permission.

We actively seek to identify vulnerabilities, prevent breaches, and ensure data privacy and security for our systems and our users. agilon has a dedicated team responsible for data security, which includes the Chief Technology Officer. The protection of data is critical to the maintenance of our services, and we have a wide-ranging business continuity plan which outlines procedures in the event of an emergency or some other disruption. As a company, we have moved to cloud-based infrastructure to enhance efficiency and the way health care is delivered. Crucially, this cloud-based platform gives us layered security from leading vendors that plug right into our environment, and an extensive support team to help us evaluate our security posture and notify us in real-time of potential issues.







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*Our distinctive vision is about empowering the primary care physician to drive sustainable, meaningful impact for the growing senior patient population. We have made incredible progress, and this gives us confidence that all of the primary care physicians in the country will need a new primary care model. With continued passion and perseverance from our physician partners and agilon employees, we will continue to leverage this massive opportunity for value creation as we change healthcare locally and nationally.”*



**Steve Sell**, CEO, agilon health



# Appendix.

We value and welcome feedback from interested stakeholders.

Please email us: [impact@agilonhealth.com](mailto:impact@agilonhealth.com).

## Key Terms

**HEALTH CARE:** This term (two words) refers to the “service” provided by professionals, the care of their patients in order to keep them healthy.

**HEALTHCARE:** This term (one word) refers to the “system” including insurance companies, doctors, patients, etc.

**PRIMARY CARE PHYSICIAN (PCP):** A primary care physician practices general health care, addressing a wide variety of health concerns for patients. Typically, this is the first person a patient would contact about any health-related issues.

**PHYSICIAN PARTNERS:** Individual PCPs and physician groups who partner with agilon health to advance value-based care using the Total Care Model.

**PROVIDER:** For the purposes of this report, the term refers to the PCP, the person who is providing care to a patient.

**PAYOR:** In health care, a payer is an organization or entity that pays for the care services administered by the provider. This term most often refers to private insurance companies.

**SENIOR POPULATION:** Those over the age of 65, more vulnerable, and at-risk for health-related issues.

**MEDICARE:** Medicare is the U.S. federal government health insurance program for people 65 and older and younger people living with certain illnesses or disabilities.

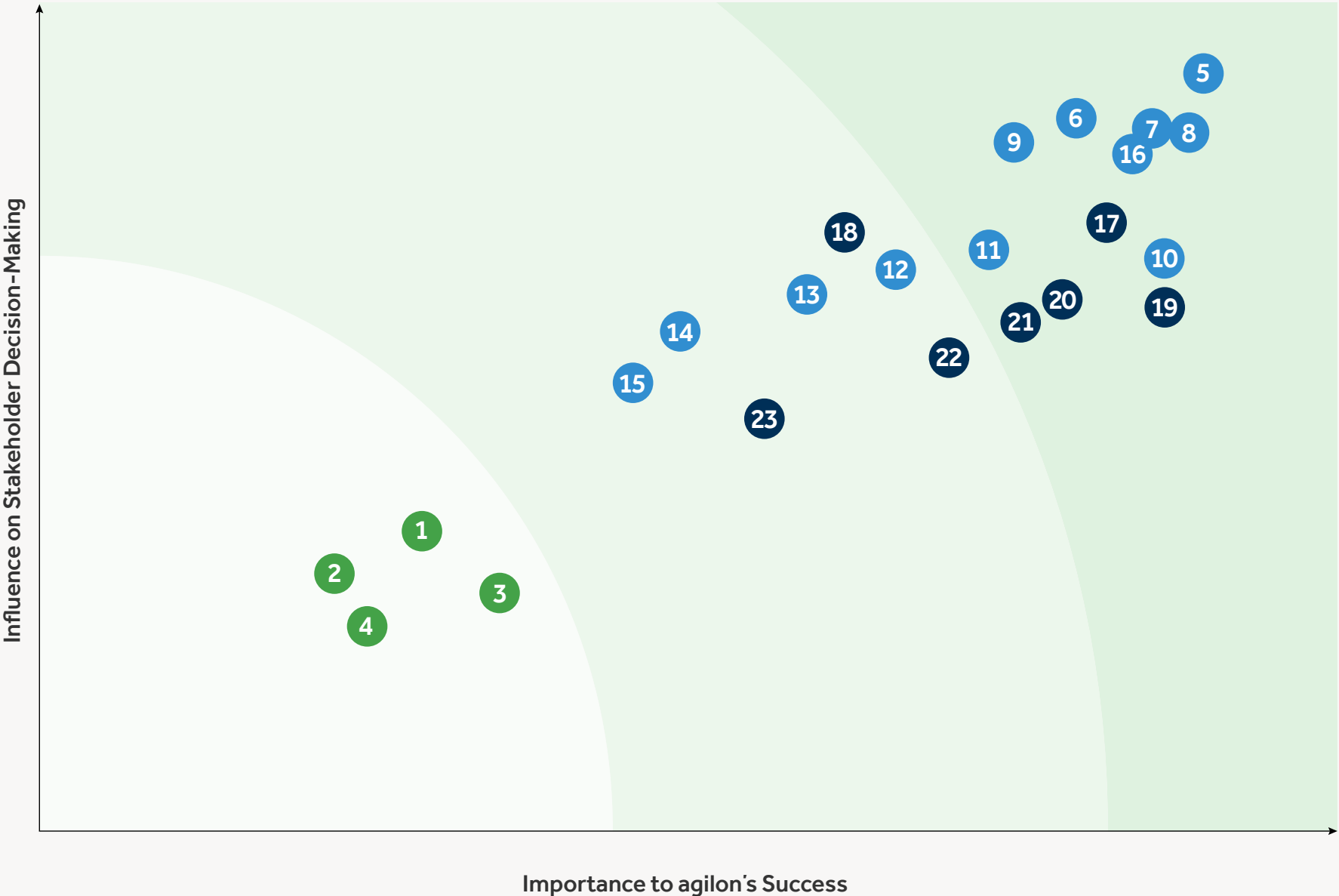
**MEDICARE ADVANTAGE (MA):** Medicare Advantage is a type of health insurance plan in the U.S. that provides Medicare benefits through a private-sector health insurer. The beneficiary pays a monthly premium to a private insurance company and receives coverage for inpatient hospital and outpatient services.

**MEDICARE MEMBERS:** Those who use Medicare to cover their health care costs.



Materiality Topics

MATERIALITY MATRIX



- Environment
1. Energy Management
2. GHG Emissions
3. Waste
4. Water Stewardship
- Social
5. Value and Quality of Healthcare
6. Employee Wellbeing
7. Sustainable Healthcare System
8. Simplifying the Health Care Experience
9. People Management: Recruitment, Engagement, Development, and Retention
10. Access to Primary Care
11. Health Equity
12. Diversity, Equity, and Inclusion
13. Community Engagement
14. Corporate Giving and Employee Volunteerism
15. Supplier Diversity
16. Ethics and Compliance
- Governance
17. Value-Based Innovation
18. Human Rights
19. Data Privacy and Security
20. Technology Continuity
21. Corporate Governance
22. Advocacy and Public Health
23. Product Governance



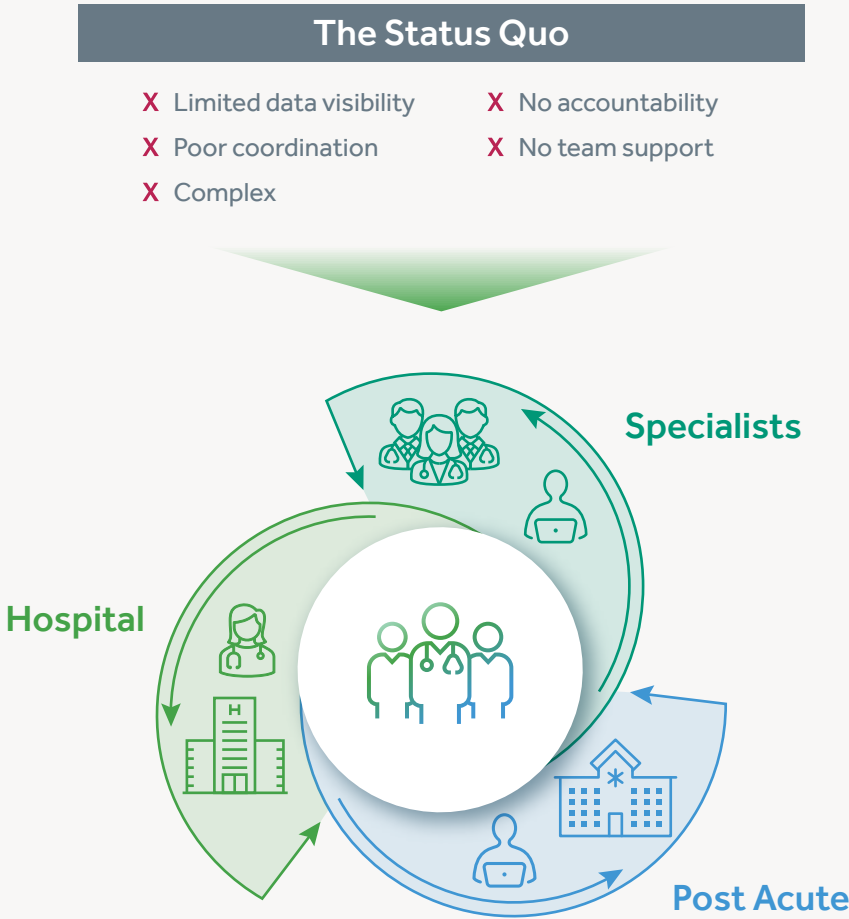
# Physicians at the Center



## MOVE EVERYTHING CLOSER TO THE PHYSICIAN



## ALIGNED/SCALED PCPS ARE CHANGING LOCAL CARE DELIVERY



# FORWARD-LOOKING STATEMENTS AND OTHER INFORMATION

Statements in this report that are not historical factual statements 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. Forward-looking statements include, among other things, statements regarding our and our executives’ intent, belief or expectation as identified by the use of words such as “goals,” “believes,” “expects,” “may,” “will,” “shall,” “should,” “would,” “could,” “seeks,” “aims,” “projects,” “is optimistic,” “intends,” “plans,” “estimates,” “anticipates” or the negative versions of these words or other comparable terms. Examples of forward-looking statements include, among other things: statements regarding timing, outcomes and other details relating to current, pending or contemplated new markets, growth opportunities, ability to deliver sustainable long-term value, business environment, long-term opportunities and strategic growth plans including without limitation with respect to our network of primary care physicians and reinvestment into partners and local primary care within the communities we serve. Forward-looking statements reflect our current expectations and views about future events and are subject to risks and uncertainties that could significantly affect our ability to accomplish our goals. While forward-looking statements reflect our good faith belief and assumptions we believe to be reasonable based upon current information, we can give no assurance that our expectations or forecasts will be attained. Forward-looking statements are subject to known and unknown risks and uncertainties, many of which may be outside our control. These risks and uncertainties that could cause actual results and outcomes to differ from those reflected in forward- looking statements include, but are not limited to, those factors discussed in our filings with the Securities and Exchange Commission (the “SEC”), including the factors discussed under “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended December 31, 2022, which can be found at the SEC’s website at [www.sec.gov](http://www.sec.gov). Except as required by law, we do not undertake, and hereby disclaim, any obligation to update any forward-looking statements, which speak only as of the date on which they are made.

# TRADEMARKS

All rights to the trademarks included herein, other than the Company’s trademarks, belong to their respective owners and our use hereof does not imply any endorsement by the owners of these trademarks.





