



2023 IMPACT REPORT

Total Care. Healthier Communities.



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ABOUT THIS REPORT

Our third **Total Care, Healthier Communities Impact Report** shares updates on agilon’s strategy to deliver shared value and our performance against priority environmental, social and governance (ESG) topics in 2023. Moving forward, we expect to continue providing annual updates on our impact 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). Unless otherwise noted, this report covers agilon health’s ESG performance for 2023 for agilon’s wholly-owned operations in the United States and India. Partner data, unless otherwise indicated, includes information for agilon’s annual partner class through calendar year 2024, including partners that were implementing in 2023.

CEO Message.

At agilon health, **we are driven to create a more sustainable primary care model** that helps physicians and senior patients thrive. This is guided by our vision to transform the future of health care in 100+ communities by empowering exceptional patient-physician relationships.

Within the healthcare industry, there are persistent challenges — the shortage of primary care physicians and affordability of care being two of the most significant issues to address. Despite these challenges, we are seeing important shifts as more and more stakeholders view value-based care as a winning solution for U.S. healthcare *and* senior patients.

In a value-based system like our **Total Care Model**, physicians can focus on the entire health of their senior patients and lower costs to the system. We've changed the payment model, the resource model and the information model to help drive better cost and quality outcomes, and enable reinvestments into our physician partners and local primary care of more than \$550 million to date.

We are proud of the results agilon and our physician partners have delivered for senior

patients. A white paper released in 2023 showed that diabetes patients in the agilon model had nearly four times greater rates of improvement in glucose control compared to patients in Comprehensive Primary Care Plus practices. In addition, our partners offering the palliative care program in our Total Care Model allowed patients to spend more of their remaining time at home, have fewer ineffective and unwanted services, and lower costs. We also continued to earn a higher-than-industry patient Net Promoter Score of 79 among patients in a total-care relationship with an agilon physician partner.

In 2023, despite economic challenges that impacted us and the broader Medicare Advantage industry as a result of higher than expected utilization, we saw exciting progress in the reach of our model. Our Physician

Network now includes 31 physician partners in 13 states, representing 2,400+ primary care physicians in 31 communities. Including the class of 2024, the number of senior members that will be touched by our agilon-led Physician Network is estimated to increase by 44% to approximately 650,000 senior patients. As our network of partners and impact on patients continues to expand, we expect our Total Care Model will continue to prove itself and pave the way for higher standards of primary care.

All of this would not be possible without our passionate, driven people — changemakers who champion better outcomes for seniors and lower health care costs. From the addition of 200+ physicians in our network in 2023 to our 1,000+ employees¹ in the U.S. and India, we're proud of the way we are attracting and retaining people and partners who care about reimagining health care. Our continued support of our team is evident in our low employee voluntary turnover rate² of 11.1%, which can be attributed to our focus on learning and development, enhancement of our diversity, equity, inclusion and belonging strategy, and social impact efforts.

I am pleased to share our 2023 Impact Report. In it, you will read about our four pillars of

impact, the strides we're making with our physician partners and our unwavering commitment to creating a more sustainable primary care model. As we pursue our purpose, we will continue to navigate challenges within our industry with determination to innovate, collaborate and reinvest in the partners and communities that rely on us.

Looking ahead, we remain focused on building upon this work and are pursuing environmental, social and governance initiatives to deepen our impact and define goals that will drive our work into the future.



Steve Sell,
Chief Executive Officer



¹ Global workforce includes Full-Time Equivalent (FTE) employees from the United States and India.
² Includes U.S. employees only.

About Us.

agilon health was founded in 2016 on the belief that healthcare was structurally broken and there was a need to deliver better and more sustainable primary care for patients. Seniors felt the enduring strain of getting the care they needed to stay healthy, and the doctors they relied on were burnt out in a structure that rewarded volume over value. We saw a clear solution: partnering with primary care physicians (PCPs) and giving them the tools and incentives to truly focus on providing **high-value medical care**.

Today, agilon partners with 31 physician groups in 31 communities across the country to enable their transition from fee-for-service to full-risk.³ That means together, we are fully accountable for the total cost and quality of care for every one of the approximately 650,000 Medicare patients under the care of agilon health physician partners in our model. Our network of 2,400+ primary care physicians across 13 states is committed to putting their senior patients' health first.⁴

Through our partnership model, our goals are simple:

1. **Improve patient outcomes and experience for seniors** through value-based care;
2. **Invigorate and sustain the primary care profession** so PCPs can be the doctors they were trained to be; and
3. **Improve affordability and efficiency of medical care** by reducing unnecessary medical costs.

Our Total Care Model is designed to keep all senior patients healthy and out of the hospital. We enable our partners to identify their most complex, high-risk patients and ensure they are receiving consistent follow-up care which lowers hospital readmissions, improves outcomes and ultimately lowers costs. The consistency of this approach is made possible through our unique long-term partnerships, underscoring our enduring dedication to reshaping the healthcare system, improving patient outcomes and ensuring primary care sustainability.



Already, we are seeing clear results. Across our network, for the same or lower cost, we are helping provide better care for approximately 650,000 senior patients and advancing shared goals. Because of our model, many of our partners are expanding their practices with the ability to be innovative in their approach to care delivery for the first time in a long time. In 2023 alone, we reinvested more than \$150 million into our physician partners and local primary care.

Our Purpose

Empowering physicians to transform health care in our communities.

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.

³ At agilon health, full risk means we take 100% upside/downside risk for the total cost and quality of care (Medicare Parts A & B).

⁴ On October 31, 2023, agilon completed the sale of MDX Hawaii, a wholly-owned subsidiary, and its related operations to a private buyer. The disposition allows the company to further concentrate its efforts on core partner markets. Relevant metrics included in this report exclude Hawaii operations for the entire year. More information can be found [here](#).

Total Care Model



Partnership

Platform

Network

Empowering physicians to transform health care in our 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.

Platform

Our 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.

Network

agilon's 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.

Central to the model is how it supports communities.

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.

1,117
employees⁵

\$4.3B
revenue

~650,000
total senior
members

2,400+
primary care
physicians

31
physician partner
groups

31
communities
across 13 states

⁵ Global workforce includes FTE employees from the United States and India.

Our Total Care Model

agilon's **Total Care Model** puts the physician at the center. The Model encompasses long-term partnerships, a purpose-built platform and a peer network that helps physicians overcome obstacles and transition to full-risk, value-based care. It encourages and supports PCPs to think differently about how to keep patients healthy and provide care that results in better health outcomes and lower costs of care for Medicare patients in their communities.

When implemented, the Model establishes group-wide, uniform goals, protocols and standards that make health care delivery more efficient and organized. With this structure in place, the Model equips PCPs with resources and data to appropriately identify a patient's burden of illness and complexity, with the goal of improving outcomes and reducing unnecessary medical expense. Together with our partners, we are helping to drive the adoption of a more sustainable primary care system.

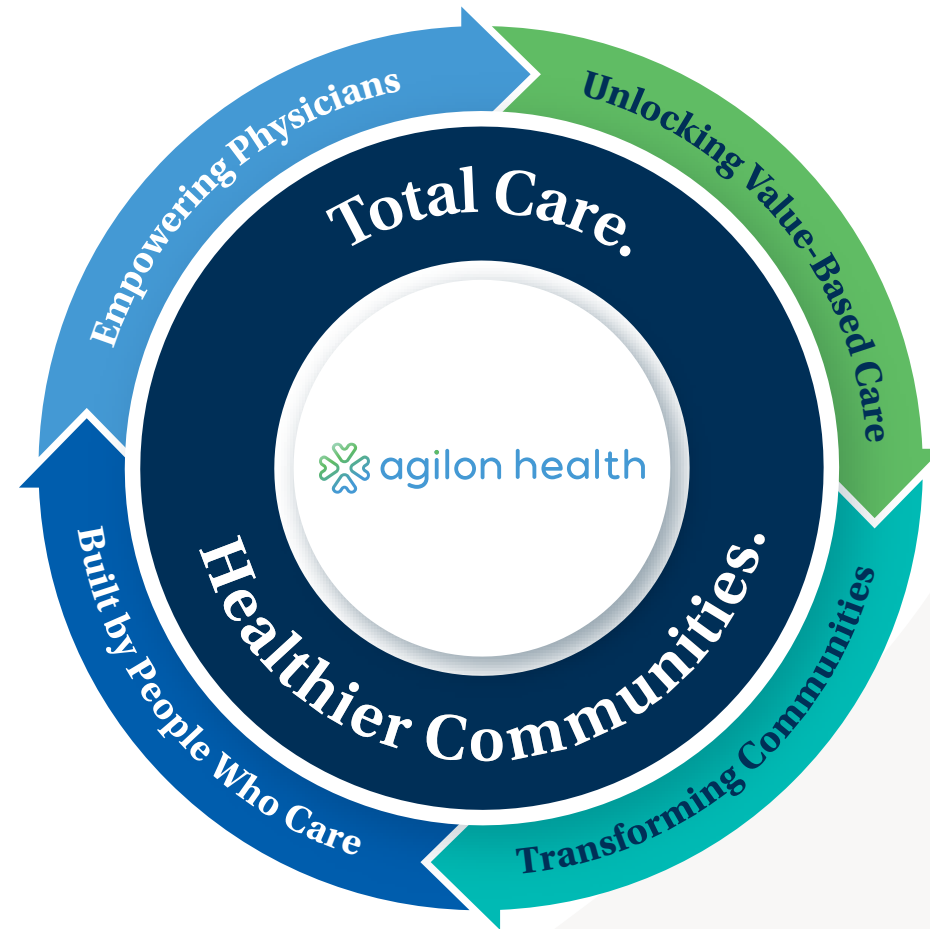
Our Approach to Creating Value.

Our Impact Strategy

Our **Total Care, Healthier Communities impact strategy** guides how we uniquely address societal challenges and where the company needs to focus to succeed. It consists of four core strategic pillars that capture the value our business is delivering to society and the ways we are taking care of our employees and conducting our business in a responsible and sustainable manner.

➤ Find out about our priority [ESG topics](#) that have informed our impact strategy.

OUR STRATEGIC FRAMEWORK



Our Ambitions

Our work is further guided by three bold ambitions for creating impact and value for our stakeholders.

PROGRESS AT-A-GLANCE

Ambition	Progress
Transform the future of health care for 100+ communities	▶ 31 communities
<div style="display: flex; align-items: center;"> <div style="width: 31%; height: 10px; background-color: #0070C0; margin-right: 5px;"></div> 31% </div>	
Enable 10,000 primary care physicians to practice value-based primary care as part of our network	▶ 2,400+ primary care physicians within agilon's network
<div style="display: flex; align-items: center;"> <div style="width: 24%; height: 10px; background-color: #0070C0; margin-right: 5px;"></div> 24% </div>	
Reinvest \$10 billion+ into partners and local primary care within the communities we serve	▶ \$550M+ reinvested since 2018
<div style="display: flex; align-items: center;"> <div style="width: 5.5%; height: 10px; background-color: #0070C0; margin-right: 5px;"></div> 5.5% </div>	



2023 Highlights.

EMPOWERING PHYSICIANS

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

2,400+

PCPs within agilon's peer network

52%

of PCPs in agilon physician partner practices are women⁶

79%

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

79+

patient Net Promoter Score 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.

31

physician partners that were live or implementing agilon's full-risk, value-based care model, as of 2023

~650,000

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

Five-star ratings⁷

for Breast Cancer, Colorectal Cancer, Retinal eye screenings, Med Adherence HTN and Cholesterol

54%

more touchpoints for high-risk patients 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

TRANSFORMING COMMUNITIES

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

\$550 million+

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

752

agilon physician partner practice locations across 31 diverse communities

42%

of agilon health physician partner practice locations reside in HPSAs and 17% are located in MUAs

17%

lower emergency room utilization, 39% lower hospital admissions and 43% 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.

87th percentile

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

76th percentile

employee engagement score, as compared to industry peers

89th percentile

employee score when asked if race was a non-issue in their ability to succeed; 88th percentile employee score when asked if gender was a non-issue in their ability to succeed

50%

of agilon employees in the U.S. and India self-identify as women

36%

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

⁶ Includes advanced practice provider PCPs.

⁷ On a consolidated basis we closed gaps equivalent to five-star ratings for these quality measures used by our contracted health plans to evaluate the performance of our physician partnerships for the 2022 Measurement Year.

Empowering Physicians.

The agilon Total Care Model empowers our physician partners to transition from fee-for-service to full-risk, value-based care — creating sustainability in primary care, improving the provider experience and delivering better outcomes for senior patients.

Why It Matters

Today's healthcare patient mix is shifting disproportionately as 10,000 seniors turn 65 daily. Primary care physicians serving this generation are faced with serving an increasing number of patients in this poorly reimbursed area, despite the increased complexity of care that senior patients require.

When primary-care physicians are empowered to manage the outcomes and total health needs of their patients, we believe the benefits are widespread. Yet the traditional fee-for-service model does just the opposite; it rewards physicians for narrowly focusing on one unit of care rather than influencing health behaviors, overall care and cost management.

Our Approach

We're empowering physicians to transform health care in our communities by uniting them in a network of like-minded leaders and integrating all of the components of a full-risk business model into a single platform. With our model, physicians 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. It also supports better outcomes for patients.

➤ Read more in our [Diabetes](#) and [Palliative Care](#) peer-reviewed studies.

91%

retention rate among primary care physicians operating in the agilon model⁸

⁸ PCPs who were part of agilon groups in 2022 and remain part of that group through 2023.



Creating a Powerful Network to Benefit All

The patient-physician relationship is the cornerstone of care. The three components of our Total Care Model aim to equip our PCP partners to take the long view of their relationships with patients and to be confident in the long-term financial viability of their practices. One of the greatest assets within our Total Care Model is our network of like-minded PCPs and our ecosystem of resources that come with it. This network serves as a catalyst for knowledge-sharing, collaboration and support that is driving a new standard of primary care at the partner level.

The network brings together groups of partners based on factors such as size, time using the agilon platform and more. Between on-demand resources and in-person gathering opportunities throughout the year, the agilon network provides physicians with comprehensive support, peer connections, mentorship opportunities, forums and councils that foster information and knowledge-sharing between partners. This unique mix of resources and networking allows independent and employed physicians to strengthen their practices and provide the best patient care in their communities.

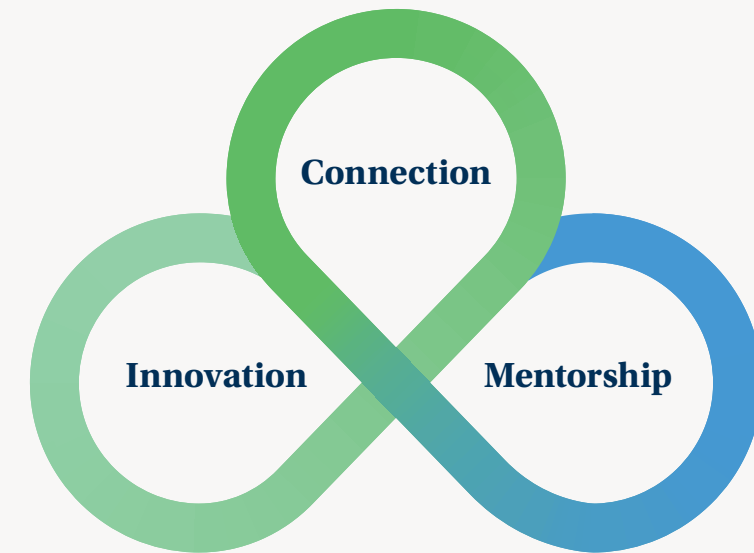
CLINICAL CHAMPION SUMMIT

In 2023, over 80 of our physician partners convened in Atlanta, Georgia for our Clinical Champion Summit. The Continuing Medical Education-qualified summit focused on supporting providers from our 2024 class of new partner organizations as they make the transition to value-based care. Providers across the country joined to learn more about the value levers of our full-risk, value-based care model, our key clinical programs, how we measure success and how to translate our goals to frontline providers. After the summit, providers gleaned valuable learnings from peer-to-peer interactions and trainings.



THE AGILON NETWORK

Our network becomes stronger when our partner physicians are provided opportunities for **connection, innovation and mentorship**. By creating and offering programs that develop and further train PCPs in our network, we foster an ecosystem of forward-thinking and transformative primary care solutions for seniors.



INNOVATION

- Forums & summits
- Data and insights dashboards
- Provider Learning Platform
- Clinical program working groups

CONNECTION

- Peer networks
- National and regional retreats
- Partner site visits
- Clinical learning sessions on value-based topics
- Partner best-practice toolkits
- Provider Resource Groups
- Women Physician Leadership Council

MENTORSHIP

- Councils
- Clinical & patient success-story sharing

Championing Women Physicians

WOMEN PHYSICIAN LEADERSHIP COUNCIL

agilon's Women Physician Leadership Council supports women physicians who are delivering value-based care in their communities. Through tools, resources and an active network of women physicians, the Council focuses on developing leadership skills and providing ongoing education that helps them achieve better outcomes through the agilon model.

In 2023, the Council gained tremendous momentum. We met with our growing membership on a bimonthly basis, covering topics from coaching around emotional intelligence to skills-building around specific care needs. Based on member engagement surveys and feedback, the Council continues to prove itself to be a meaningful initiative, helping women physicians create fulfilling careers while supporting patients through value-based care. Additionally, our Partner Resource Group hosted a virtual event series featuring women who specialize in supporting women's leadership in health care.

Key priorities:



Build personal, interpersonal and professional skills to become better leaders



Coach and support through professional challenges



Expand understanding of the agilon model and how to succeed in value-based care



Cross-network learning to help practices implement new programs and transform local markets together

In a survey assessing the Council members' experience in 2023:

87%

agreed the Council increased their knowledge of core clinical programs

87%

agreed the Council grew their network and community of women physicians

75%

agreed participation in the Council improved their ability to drive business value and better patient outcomes

“We are on the forefront of changing things. Women need a voice. agilon's Women Physician Leadership Council is a time when we can share our voice and find ways to provide better care for people.”



Dr. Victoria DiGennaro
agilon health physician partner and President at Pioneer Physicians Network



A CLOSER LOOK

Empowering PCPs to Leverage Specialists

While primary care is the basis of value-based care, the agilon model empowers PCPs to extend their own team's network to include specialists who can provide tailored care for senior patients. Specialists play a vital role in enhancing efficiency and precision within the value-based care model.

agilon partners are exploring and defining new ways for specialists to be a regular part of their practices' care teams. These team members can provide pivotal contributions when teams are faced with unique and challenging care scenarios. Specialists in fields such as oncology, nephrology, cardiology and orthopedic surgery can help frame the right questions and provide key insights that help patients consider their options and make decisions right for them.

For example, having an oncologist specialist as part of a practice's direct care team enables faster access to information about cancer therapies, side effects and prognoses, empowering PCP teams and their patients to make informed choices.

The impact goes both ways — efficiencies are also gained from physicians teaching specialists to make utilization more efficient. Specialists contribute to utilization practices in various ways. For example, physicians can help outline the costs of different surgery locations or high-cost drug brands. By equipping specialists with knowledge about cost-effective alternatives, PCPs can optimize resource utilization without compromising patient outcomes.



“In our practice, we’re beginning to define a few roles for specialists and how they fit into the VBC model. We’ve created a ‘navigation role’ in our group with oncologists. It’s a new role that positions them to offer information about cancer therapies, side effects, and prognoses, and ultimately empowers patients to make informed choices.”



Dr. John Notaro
agilon health physician partner and Medical Director at Buffalo Medical Group

Key data points for 2023:

~90% retention among MA patients

79% of providers from agilon physician partners believe that quality-of-care programs delivered through agilon's Total Care Model enable better care

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

52% of our partners' physicians are women⁹

⁹ Includes advanced practice provider PCPs.

Unlocking Value-based Care.

We are innovating approaches to value-based care that are more sustainable, prioritizing the quality of care over quantity of services in order to transform the way patients, families and physicians experience health care.

Why It Matters

Many senior patients suffer from complex, chronic health conditions that can cause significant patient harm and lead to avoidable and costly health care utilization, burdening patients and the overall healthcare system.

Doctors working in the fee-for-service system often lack the tools, resources and economic model to provide the level of care that seniors with complex medical needs deserve. Value-based care provides a transformative solution. By incentivizing care approaches that focus on quality of care, value-based care models empower physicians with the flexibility they need to serve patients in the right way, at the right time, and ultimately improve patient outcomes and experiences.

Our Approach

Shifting from a volume-based system to value-based care requires innovation and efficiency. agilon's Total Care Model encourages PCPs to think differently about meeting patient needs. Through full-risk partnership with agilon, physicians are rewarded by shifting from a focus on the volume of services to the quality of care — ultimately allowing for better patient outcomes and more sustainability for primary care and the healthcare system.

To help drive value-based care at scale, agilon partners with leading physician groups to support their transition into full-risk, where the practice is responsible for the total quality and cost of care for their senior patients. We also advocate for value-based policies and research to sustain and enhance models that support better health outcomes for seniors.



~650k

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



Improving the Quality of Care

With the agilon model, our partners are provided with powerful tools to better identify their most complex, high-risk patients and ensure they are receiving consistent, proactive care which lessens hospital readmissions, improves outcomes and ultimately lowers costs. The consistency of this approach is made possible by combining complex data insights with rigorous practice-level operations. Delivering these capabilities through our unique long-term physician partnerships underscores our dedication to reshaping the healthcare system through the lens of physician partners, improving patient outcomes and ensuring primary care sustainability.

We are seeing clear results. Across our network, for the same or lower cost, agilon physicians are helping to provide better care for approximately 650,000 senior patients and are advancing shared goals. Because of our model, many of our partners are expanding their practices, investing in additional care team resources (care managers, social workers, pharmacists) and innovating their approach to caring for seniors with complex needs.

Other indicators of agilon’s impact on quality care are agilon partners’ consistent Star performance ratings and reduction in unnecessary emergency room (ER) utilization. While national Star performance levels decreased slightly over the past year, on a consolidated basis agilon’s partners’ Star performance had a 4.3% increase from 2021 to 2022¹⁰ in quality measures used by our contracted health plans to evaluate performance. When it comes to patient emergency care visits, patients under the agilon model had 39% reduced admissions and readmissions, meaning they experienced more days at home. These are reflections of how agilon’s model is supporting improvements in understanding the unique clinical profile of each patient and providing the PCPs capabilities to better manage their patients.

96%

of MA members rely on their PCP to navigate Specialty Care

agilon senior Medicare Advantage (MA) members have:

17%
fewer ER visits

39%
fewer hospital admissions compared to FFS Medicare benchmarks

43%
fewer hospital readmissions compared to FFS Medicare benchmarks

75%

of MA members receive Annual Wellness Visits (AWVs)

3 Keys to Unlock Value-based Care



Expand our reach into new communities that have not historically participated in full-risk models.

➤ See our growth into new communities in 2023 on [p.19](#)



Continue to partner with leading physician groups to leverage data and clinical programs that improve the quality of care and patient experience.



Advocate for value-based care policies that help drive broader healthcare system adoption for the new paradigm that benefits physicians and their patients.

¹⁰ CMS calculates cutpoints for each quality measure, based on the nation’s performance in October annually, for the prior year performance, therefore 2022 Star performance is the most current to include in agilon’s 2023 Impact report.

Reducing Wasteful Spending

According to [studies](#), approximately 25% of the \$3.8 trillion spent annually in the U.S. on healthcare can be characterized as ineffective, excessive or not delivering benefits. We are working to help solve this problem. We partner with, rather than acquire, PCPs, leveraging the existing capacity of physician groups in their local communities. Rather than rewarding providers solely for the volume of services — including low-value and potentially harmful interventions, tests and procedures — our aligned value-based model focuses on keeping patients out of the hospital through preventative care like AWWs or care management programs for patients with chronic diseases. As the quality of care improves, patients benefit directly through better health and by avoiding unnecessary procedures that often result from misalignments in the traditional FFS system.

“Being a primary care doctor is not just about treating physical ailments. It is also about addressing psychological issues and social barriers and helping with everyday practical concerns like family dynamics and accessible transportation. We’re spending more time with our senior high-risk patients, both in person and over the phone through our care teams, and that leads to better, more individualized care.”



Dr. Michael Morris
agilon health physician partner and Medical Director of the Diagnostic Clinic of Longview



➤ Watch [more stories](#) about the power of partnership with agilon.

Expanding Our Reach in 2023



Increased the number of partners who have transitioned to or implemented agilon’s full-risk, value-based care model from **23 to 31**.



Nearly doubled the number of senior Medicare members in a total-care relationship with an agilon physician partner, growing to approximately **650,000** members.



Received **Five-star ratings¹¹** for

- Breast and colorectal cancer screenings
- Retinal eye screenings
- Medication Adherence for Hypertension and Cholesterol



Achieved a **9%** increase in the touchpoints for high-risk patients in a total-care relationship with an agilon physician partner compared to 2021.

¹¹ On a consolidated basis we closed gaps equivalent to five-star ratings for these quality measures used by our contracted health plans to evaluate the performance of our physician partnerships for the 2022 Measurement Year.

CASE STUDY

Driving Positive Outcomes Through Value-based Care

Diabetes is a chronic health condition that affects how bodies turn food into energy. Patients with diabetes can't make enough insulin or can't use it as well as they should, leading to serious health problems such as heart disease, vision loss and kidney disease.

Diabetes has risen to epidemic levels in the U.S. It burdens:



Patients: A lifelong reliance on expensive interventions, a two-fold increase in the likelihood of heart attack or stroke, potential for vision loss or limb amputation, higher rates of depression, emotional distress and more.



Families: Ongoing demands such as having to step back from work and other commitments to assume the role of caretaker. The potential loss of loved ones.



Communities + the healthcare system: More of our limited healthcare resources going to high-cost, avoidable complications, and fewer resources devoted to promoting preventive care and overall wellness.

The Importance of Blood Sugar Control

Uncontrolled (high) blood sugar levels are responsible for nearly all the adverse outcomes associated with diabetes, including vision loss, limb amputation, stroke and heart attack, the need for dialysis and other serious complications.

The Outlook

The worst complications of diabetes are highly preventable with better medical management. Data from our [Diabetes White Paper](#) proves that together with our physician partners, the agilon Total Care Model is making a meaningful impact on chronic diseases with implications that extend far beyond diabetes to broader areas of care quality and efficiency.

Performance of the agilon Model

In 2023, a study was released demonstrating that from 2020 to 2021, the rate of improvement in blood sugar control for patients with diabetes in the agilon model was:

2.1x better compared to all of Medicare Advantage (MA)

3.8x greater than patients in top performing FFS models (Comprehensive Primary Care Plus practices¹²)

Data confirms that MA patients in the agilon model with consistent blood sugar control had:

- Fewer avoidable hospital admissions
- Lower costs
- Less interventions compared to patients without consistent control

¹² CPC+ practices are considered the most advanced primary care practices in Medicare FFS.



1/3 of adults over the age of 65 live with diabetes¹³

¹³ Endocrine Society. Special considerations for older adults with diabetes. Available at: <https://www.endocrine.org/patient-engagement/endocrine-library/diabetes-and-older-adults>

CASE STUDY

First-of-its-Kind Palliative Care Study

Palliative care aims to optimize quality of life and mitigate suffering among people with serious, complex and often terminal illnesses. The American population is rapidly aging, creating high demand for a specialized palliative workforce to care for this increasingly complex, vulnerable patient-base.

The Importance of Palliative Care

With an effective palliative care program, physicians can provide improved support to patients and their families to reach the end of life in a manner that is consistent with their values. This approach aims to minimize unnecessary and unwanted care interventions that can lead to patient harm and that burdens patients, their families and the overall healthcare system with unsustainable costs.

90%

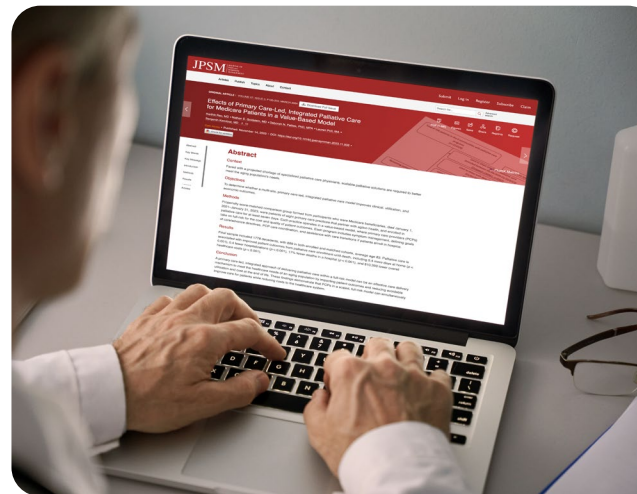
of Medicare enrollees prefer to pass away at home yet only 34% do

By 2040

it is estimated that the U.S. will need up to four times as many palliative care providers to meet the needs of an aging population

The Outlook

By investing in PCPs and helping launch integrated palliative care programs, the peer-reviewed [Journal of Pain and Symptom Management palliative care study](#) demonstrates that a scaled, full-risk model can improve care for patients while simultaneously reducing costs to the healthcare system.



Impact of the agilon Model

Patients enrolled in a primary care-led, integrated palliative care program delivered within a full-risk model experienced:

5+ more days at home on average during their final months

~2/3 less likeliness to die in a hospital

39% fewer hospitalizations

48% reduction in intensive care unit days

21% reduction in emergency department visits

Total cost of care from the time of enrollment until death was 33% lower for patients in a community-based palliative care program.

Advocating for Sustainable Health Models



agilon’s advocacy work is focused on areas where we are uniquely positioned to provide a physician voice in value-based care. In doing so, we strive to help preserve effective policies that support value-based primary care and enable PCPs and their senior patients to reach a new level of health. The primary objectives of our advocacy and policy work are to:

- Protect Medicare Advantage as a high-quality option for patients and providers
- Ensure future full-risk models exist in Medicare
- Support physician payment sustainability in Medicare during the transition to full risk

We work with a variety of industry and advocacy groups to support and sustain value-base care policies.

These groups include:



Advancing Equity, Access and Community Health

agilon and our physician partners are committed to sustaining local primary care by improving outcomes, cost-efficiency and health equity for seniors through participation in full-risk models like Accountable Care Organization Realizing Equity, Access, and Community Health (ACO REACH). As the only full-risk model available in Traditional Medicare, ACO REACH demonstrates what’s possible when primary care physicians take accountability for the total cost and quality of their patients’ health care. The statements contained in this document are solely those of the authors and do not necessarily reflect the view or policies of the Centers for Medicare and Medicaid Services (CMS). The authors assume responsibility for the accuracy and completeness of the information contained in this document.

agilon’s eight REACH ACOs operate under full risk and are responsible for the total cost and quality of approximately **90,000 Medicare Beneficiaries**.

During the 2022 performance year, agilon REACH ACOs achieved:

- A quality score of 99.8%
- 7 of 8 achieved a 100% quality score
- \$107 million in gross savings (9.7% gross savings rate), including \$24 million savings to the Medicare Trust Fund

In 2023, a detailed Health Equity Plan (HEP) was approved by the CMS for each of our eight ACOs. The HEPs focus on addressing health disparities between low and high socioeconomic Medicare beneficiaries on key utilization metrics (e.g., Emergency Department Utilization, Unplanned Admissions and Readmissions).



Transforming Communities.

We're helping to transform communities by bringing value-based primary care to those who need it most, and by addressing social determinants of health and the conditions that most impact senior patients.

Why It Matters

Primary care economics over the past 28 years have placed a strain on running a primary care practice and made it more difficult for PCPs to care for Medicare patients. As a result, access to primary care is limited in far too many communities across the country. 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.

\$550M+

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

Our Approach

At agilon health, our work to transform communities is embedded in our business model and amplified by our employee and partner efforts, and financial resources. As the largest and only operator in a true full-risk model that does not acquire physician groups, we are committed to sustaining primary care and creating greater access to quality care within communities across the country. We do this by providing physician partners with our tech-enabled platform, a robust peer network and reinvestment into their practices and local primary care within their communities. This allows physician groups to maintain their independence and focus on the total health of their most vulnerable patients — including those in underserved communities.



The Impact of agilon's Total Care Model

A key element of agilon's model is our ability to reinvest in our partner practices to help their businesses and patients thrive — we've reinvested more than \$550 million since 2018 and we're working toward an ambitious goal of reinvesting \$10 billion. Reinvestment benefits local communities by helping to sustain and grow access to high-quality primary care. 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, our data shows it improves care delivery, which is especially important at critical junctures such as specialty visits and end-of-life care.

➤ See outcomes of the agilon model in our [Diabetes](#) and [Palliative Care](#) case studies.

42%

of agilon health physician partner practice locations reside in HPSA and 17% are located in MUAs¹⁴

¹⁴ Does not include Catalyst Health Network.

Expanding Access to Primary Care

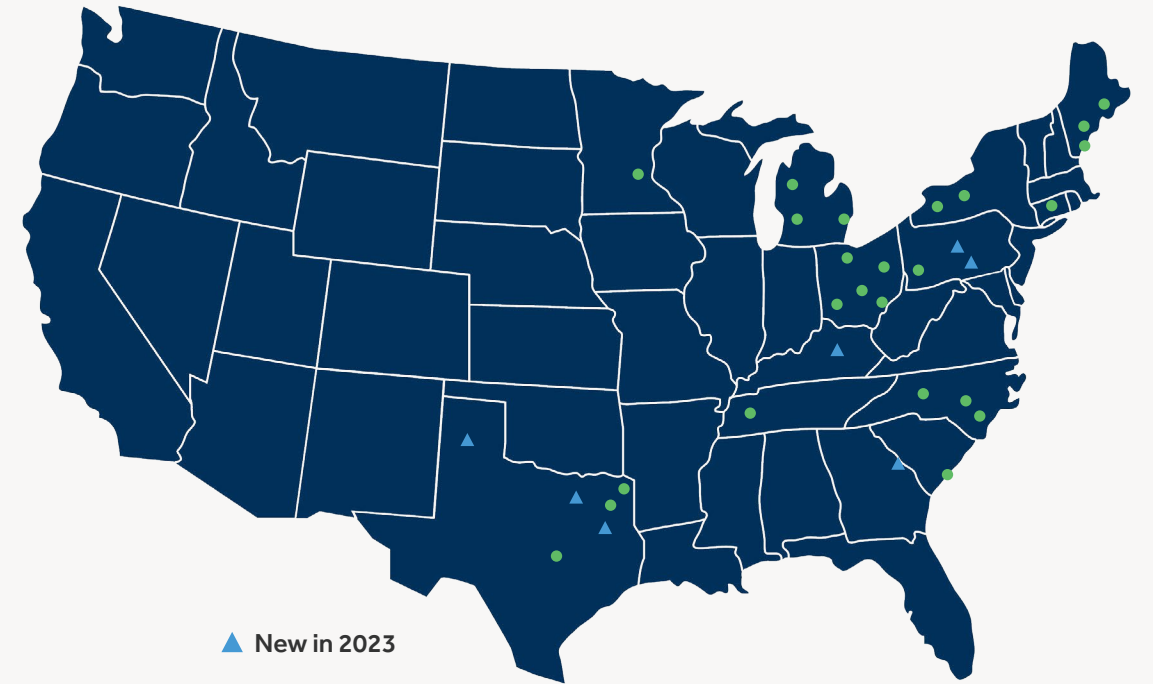
At agilon health, the partnerships we build help expand equitable access to value-based care in regions across the nation. In 2023, we grew the number of patients included in agilon health's model by 44%.

We 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 underserved communities enables us to bring our [Total Care Model](#) to a growing number of senior patients across the country, not just those in large metro areas in select states. More than 90% of agilon partner locations accept new patients versus 70% as the national average, and more than 40% of agilon health physician partner practice locations reside in health professional shortage areas (HPSAs).

90%

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

In 2023, we partnered with longstanding and leading physician groups across 31 communities in 13 states.¹⁵



▲ New in 2023

Connecticut

- Hartford

Georgia

- ▲ Augusta

Kentucky

- ▲ Lexington

Maine

- Bangor-Western Maine
- Lewiston-Auburn
- Greater Portland

Michigan

- Grand Rapids
- Greater Detroit
- Traverse City

Minnesota

- Minneapolis-St. Paul

New York

- Buffalo
- Syracuse

North Carolina

- Pinehurst
- Statesville
- Wilmington

Ohio

- Akron
- Columbus
- Dayton
- Toledo
- SE Ohio (Zanesville)

Pennsylvania

- ▲ Central-PA (Harrisburg)
- ▲ Central-PA (Williamsport)
- Pittsburgh

South Carolina

- Charleston

Tennessee

- Jackson

Texas

- ▲ Amarillo
- Austin
- ▲ Dallas
- Longview
- ▲ Lufkin (ETX)
- Texarkana

¹⁵ In 2023, agilon health announced the sale of MDX Hawaii, a wholly-owned subsidiary, and its related operations to a private buyer. This transition helps allow agilon to further concentrate our efforts on our core partner markets and enables MDX Hawaii to benefit from a new owner that is better positioned to invest in and advance its specific fully-delegated business model.



Improving Community Health Outcomes

Beyond the impact our core business is making on communities, we look to amplify our work by doing our part to address **social determinants of health** factors — the conditions in which people are born, grow, work, live and age. According to the **National Academy of Medicine**, medical care is estimated to account for only 10 to 20% of the modifiable contributors to healthy outcomes for a population, while the other 80 to 90% are accounted for in social determinants of health factors. These health-related behaviors, socioeconomic factors and environmental factors play a significant role in health outcomes — which is why we believe it is important for agilon and our employees to support efforts and organizations related to addressing social determinants of health throughout the year.

Given the correlation between social determinants of health and the environment, agilon recognizes our responsibility to understand and minimize our environmental footprint. In 2023, we began laying the groundwork to establish the baseline for our GHG emissions inventory for scopes 1 and 2.

We look forward to sharing more about our environmental journey in our 2024 Impact Report.

While we prepare to better measure and manage our footprint, we continue to drive energy efficiency in our data management. In 2022, we migrated our enterprise data platform to an industry-leading cloud provider and innovative, modern data platform that is 3.6 times more efficient¹⁶ than the median of surveyed enterprise data centers in the United States. The cloud provider has implemented energy-efficient practices in its data centers, including the use of advanced cooling technologies, optimized server configurations and efficient data center design. These measures contribute to reduced energy consumption and a lower carbon footprint. By investing in the use of this platform, we are leveraging technology that is built and run using energy-efficient practices which, in turn, supports agilon’s energy reduction and environmental impact. Furthermore, our data centers have implemented practices like evaporative cooling and recycled water usage that minimize waste and reduce our carbon footprint.

¹⁶ Data as reported by Amazon Web Services (AWS) [“The Carbon Reduction Opportunity of Moving to AWS by 451 Research”](#)

CASE STUDY

Strengthening Care Infrastructure to Improve Outcomes in Rural Communities

agilon network partner Physicians Group of Southeastern Ohio (PGSEO) has been among **our strongest performing ACOs** in the ACO REACH model, demonstrating the **power of accountable care models to improve care quality** and address **health equity** in a predominantly rural and underserved population. The statements contained in this document are solely those of the authors and do not necessarily reflect the view or policies of CMS. The authors assume responsibility for the accuracy and completeness of the information contained in this document.

PGSEO by the Numbers:

A largely rural **23-practice** network, including 2 rural health clinics

9,000+ Medicare beneficiaries served

40% of beneficiaries live in socioeconomically challenged areas

As PGSEO transitioned to a full-risk model for nearly all their Medicare patients, incentives inherent in full-risk accountable care models helped PGSEO prioritize population health activities that benefit all their patients.

“Through our partnership with agilon health and the shared savings generated from our participation in full-risk models including ACO REACH, we have been able to build comprehensive care plans for high-risk patients based on quantitative insights. This, plus our network connections to specialists in the area, has created a vastly improved care experience for our patients.”



Patrick Goggin M.D.
Vice President, Physicians Group of Southeastern Ohio (PGSEO) and Medical Director



90%

success rate for reaching patients and scheduling a follow-up appointment with their primary care physicians after hospital discharge



11%

of total discharges were identified as high risk and scheduled for follow-up within two business days



42%

of discharges were identified for a 30-day transition of care visit, during which patients receive extended care management services to reduce readmissions and improve quality outcomes

Built by People Who Care.

Our mission is made possible because of the passion, determination and drive of our employees — changemakers who show up every day to reimagine health care. We invest in our workforce through competitive wages and benefits, training and development, and commitment to a one-team culture that fosters inclusion and community.

Why It Matters

Our greatest asset is our workforce — working together, we use our expertise to make a difference in the lives of patients and physicians alike. Our 1,000+ dedicated team members¹⁷ work together as one team to pursue our goal of delivering value-based care to as many communities as possible.

84%

of agilon employees who took the Great Place to Work survey rated agilon as a great place to work, compared to 57% at a typical U.S.-based company

Our Approach

The passion to change how health care is delivered drives our work at agilon. We strive to operate collaboratively as one team with passion, resilience and a commitment to innovate across everything we do. Helping employees grow and ensure they are supported is essential to realize our vision. We provide professional development programs, comprehensive benefits and engagement opportunities so employees can do their best to address our industry's toughest challenges. We also have an intentional focus on improving diverse representation across our workforce and cultivating a culture of inclusion and belonging.



¹⁷ Global workforce includes FTE employees from the United States and India.

Advancing Diversity, Equity, Inclusion & Belonging

Diversity, equity, inclusion and belonging (DEIB) 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. We strive to embed DEIB into our company culture and the work we do every day to ensure all employees feel included, appreciated and responsible for building the environment of understanding, inclusion, curiosity and patience that we need to succeed.

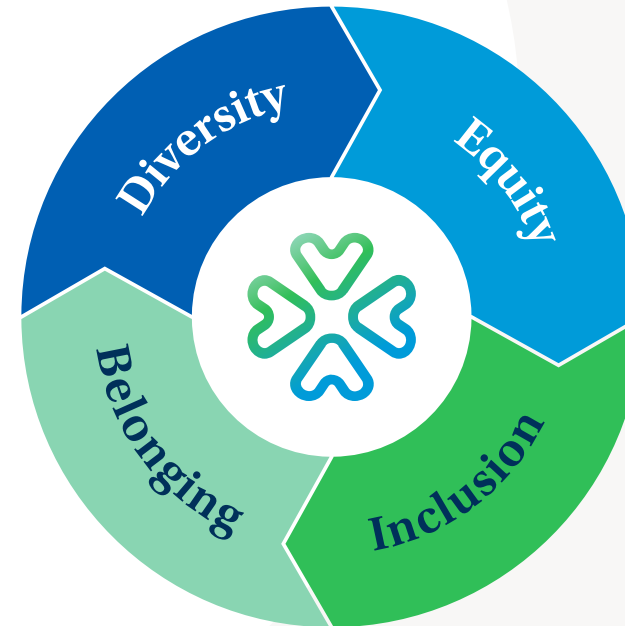


OUR STRATEGY

In 2023, we continued our focus on ensuring DEIB is core to how we operate as One Team. We strengthened our work with an intentional focus on belonging — fostering conscious inclusion where every employee is seen and heard in an environment where we all belong.

Our focus on DEIB is driven by actions throughout the year, including:

- **Executive Leadership:** We established a DEIB Senior Executive Council, which will engage our executive leadership in responsibility for key DEIB initiatives. More on [pg. 24](#).
- **Expanding DEIB Training and Development:** To support our global workforce, we expanded access to our Manager Essentials Leadership program and Empower program to underrepresented leaders and employees based in India. More on [pg. 24](#).
- **Strengthening our Employee Resource Group Network:** We Launched our fourth Employee Resource Group, bringing together employees who identify as Asian American, Native Hawaiian or Pacific Islander. More on [pg. 26](#).



DEIB ASPIRATIONS

Diversity: Create a durable organization that mirrors the world we live and work in

Equity: Address structural, policy and procedural inequalities that advantage some and disadvantage others

Inclusion: Build consciously-inclusive behaviors and interactions across functions at all levels

Belonging: Enable belonging so every employee feels seen and heard in an environment where we all thrive and collectively exceed business goals

CHAMPIONING DEIB THROUGHOUT AGILON

Our Chief People Officer, reporting directly to our CEO, oversees agilon’s strategy, initiatives and employee engagement related to DEIB. They report on DEIB issues to the Compensation and Human Capital Committee of our Board regularly and oversee the team responsible for managing DEIB work on a day-to-day basis.

DEIB is further embedded throughout our business through our DEIB Senior Executive Council. Through the Council, each direct report to our CEO is responsible for supporting strategic direction and championing efforts and funding for programs and initiatives connected to one of the four pillars of our DEIB strategy. This group will report regularly on progress to the CEO and full executive leadership team.

Beyond our Code of Conduct, agilon’s enterprise-wide Anti-Harassment and Discrimination policy outlines our commitment to a work environment free from discrimination and harassment where employees are both respectful and treated respectfully.

POC BREAKDOWN

36%
of all U.S. agilon employees self-identify as a person of color.

40%
CEO Directs self-identify as a person of color.

20%
Directors and above self-identify as a person of color.¹⁸

GENDER BREAKDOWN

50%
of employees self-identify as women in the U.S. and India.

30%
of the Executive Leadership team self-identify as women.¹⁹

44%
of Directors and above self-identify as women.

¹⁸ U.S. only.
¹⁹ CEO Directs.

A CLOSER LOOK

Empower Leadership and Coaching Program

What it is:

An agilon 6-month leadership development workshop and coaching program for high-potential employees, including those who have not previously had opportunities to develop leadership skills.



The impact:

6 Class cohorts since inception in 2020

130 Total past and present employee participants in the U.S. and India (30 participants in 2023)

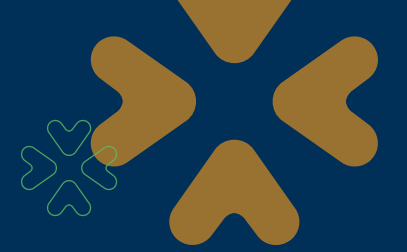
37 Participant promotions or cross-team transitions inspired by the experience

95 Average NPS over last five cohorts

“The Empower program provided a unique platform to enhance my leadership skills. It not only improved my work but also boosted my confidence and ability to take on more leadership responsibilities at work. The Empower guidebook, along with small coaching sessions, brought clarity, enhancing my overall skills and empowering me to lead sessions, encourage participation and organize events for the Women’s Employee Resource Group.”



Nandini Tayal
Senior Software Engineer II



Creating a Meaningful Workplace

We are always striving to create a work environment where our team of changemakers can contribute to our purpose and feel empowered to make a difference in their communities. As our company strategy continuously evolves amid industry challenges, we remain focused on prioritizing people and taking steps to implement programs and benefits that will create a premier workplace culture.

In 2023, agilon was named one of the [Best Workplaces in Healthcare 2023](#) by Great Place to Work (GPTW) U.S. and Fortune for the second consecutive year, with 84% 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, 94% of respondents of the survey reported that when they joined the company, they were made to feel welcome.

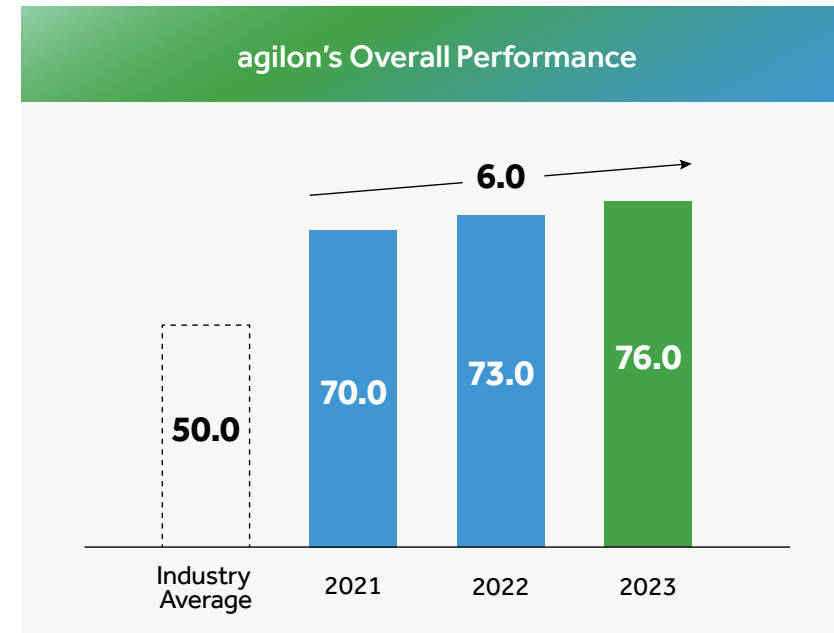
76

employee engagement score

agilon’s annual employee culture survey is another important indicator we use to gauge health, our continued growth and our opportunities. In 2023, we saw a strong employee engagement score of 76, which represents improvement every year since we began surveying in 2019. Among the areas our company saw the highest response were ethics, diversity and inclusion, supervision, and values and vision.

ANNUAL SURVEY RESULTS

89% survey response rate



Our Values

These core values represent our identity and reflect who we are. They guide how we show up for each other, our partners and our communities.

Partnership & Collaboration

We are One Team. We collaborate deeply. We embrace diversity. Together with our physician partners, we empower the care that our families and friends deserve.

Innovation

We rapidly adapt to our changing world and embrace the creativity of our partners and each other.

Quality & Service Excellence

We value results, not activity. We serve others with passion and humility.

Continuous Improvement

We are agile and move fast. We actively seek out and share feedback. We learn and improve everyday.

Accountability & Integrity

We celebrate our successes. We take ownership in everything we do.

Expertise

We are curious. We aspire to be experts and share our knowledge.

FOSTERING IMPACTFUL EMPLOYEE CONNECTIONS

Employee Resource Groups

We believe employee connections are the heart of the collaborative, supportive culture we strive to create at agilon. Employee resource groups (ERGs) are a valuable way for agilon employees to gain networking and mentorship opportunities, exchange ideas and continuously grow within the organization. Our four ERGs are voluntary, employee-led groups that build individual and organization-wide awareness, and accountability in service of making our interactions more inclusive across all that we do.

Days of Understanding

Days of Understanding are an ongoing series of discussions highlighting the experiences of agilon health colleagues. These Days, sponsored by the DEIB Senior Executive Council, are intended to provide opportunities for employees to gather from across agilon to learn from one another and to share varied experiences and perspectives on a selected theme. In 2023, we held Days of Understanding that collaborated with our ERGs to highlight: AANHPI experiences, Prioritizing Mental Health at Work, Inclusive Leadership and Diwali. We also held a women’s panel for Women’s History Month, featuring many of our women leaders, a fireside chat with our Chief Legal Officer, Denise Zamore, during Black History Month and participated in the Columbus, OH and Los Angeles, CA Pride parades.



BUILDING INCREDIBLE CAREER EXPERIENCES

We strive to develop leaders and build the talent pool our business and industry will need in the future. By fostering a culture of learning and development and prioritizing employee wellness, we aim to create a workplace culture of growth where all our employees can learn and develop skills to advance in their careers.

In 2023, our efforts to create incredible career experiences included:

- **Developed a new learning and development strategy**, focused on our mission to provide learning during the moments that matter for our employees and their career development.

- **Hosted the Senior Leadership Academy “Leading with Impact” program** in collaboration with Northwestern University’s Kellogg Executive Education to deliver content based on key themes of team collaboration, change leadership and more. A cohort of 30 agilon leaders completed a five-day, in-person, intensive program in June.
- **Grew our Empower program**, consisting of bi-weekly workshops and small group coaching sessions on various topics to help employees from underrepresented groups rise and succeed in leadership roles.
- **Launched Manager Essentials development program**, which builds upon skills necessary to be a successful people leader at agilon.
- **Established Basics of Our Business learning program** that profiles fundamentals of our business to help employees understand the key aspects of their work and how team members’ collective work makes an impact.



SUPPORTING EMPLOYEES WITH BENEFITS & WORKPLACE WELLNESS

By caring for the mental and physical wellbeing of our team members, we cultivate a healthier, more engaged and productive workforce, benefiting both employees and agilon.

We offer a range of wellness and benefit programs to employees including:

- **Parental leave program**, providing all employees between four and eight weeks of paid parental leave for the purpose of bonding with a child following birth, adoption or foster placement.
- **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.
- **Flexible work arrangements**, with 70% of our U.S. workforce classified as hybrid or fully remote, we enable employees to work fully or mostly from home with the ability to utilize collaboration hubs throughout the U.S. for regular team gatherings.

- **Sponsored Wellness Day**, a new paid holiday for agilon employees that is focused on mental health and personal well-being.
- **Competitive compensation**, and comprehensive and cost-effective health and wellness plans, beginning on the first day of employment.



7.4%

reduction in employee voluntary turnover in 2023²⁰

²⁰ Includes U.S. employees only.

Giving Back to Our Communities

We strive to create a work environment where agilon changemakers can contribute to our purpose and are empowered to make a difference. Beyond our core business work that is focused on transforming health care across local communities, we encourage all employees to take time off to volunteer with an annual paid volunteer time off benefit (VTO). Every employee is offered eight hours of paid time off to volunteer within their local community each year. In 2023, employees volunteered 362 hours through the VTO benefit.

Employees across the company step up to address [social determinants of health](#) and the conditions that most impact our senior patients in the communities where we live and work. In 2023, employees around the globe took time to support their local communities in ways such as packing thousands of meals at United Way of Southwestern PA and The Greater Boston Food Bank, supporting the elderly at Nightingales Sandhya Kirana in Bangalore, India, and participating in our National Team for the Walk to End Alzheimer's and the Steps for Change initiative to support the American Diabetes Association.



A CLOSER LOOK

Supporting Alzheimer’s Care and Research



WALK TO END ALZHEIMER'S
ALZHEIMER'S ASSOCIATION

PROUD NATIONAL TEAM

In line with our mission to improve care outcomes for senior patients, we proudly engage with the Alzheimer’s Association. In 2023, agilon hosted a national team throughout the United States for the Walk to End Alzheimer’s for the second year.



30 teams across the U.S.
(9 more than 2022)



376 participants



8 physician partners



\$60,000 raised through agilon’s teams and corporate donation



34 team captains across agilon who made the Walk teams possible

Bringing Joy in Bangalore, India

In August 2023, agilon team members visited Nightingales Sandhya Kirana, a local organization that cares for seniors with Alzheimer's disease and other forms of dementia.

20 agilon team members led seniors in producing paper covers, a game and talent show, and distributing daily essentials and lunch.

1 in 9

seniors are affected by Alzheimer’s

100%

of our physician partner practices provide a range of Alzheimer’s-related support

Governance.

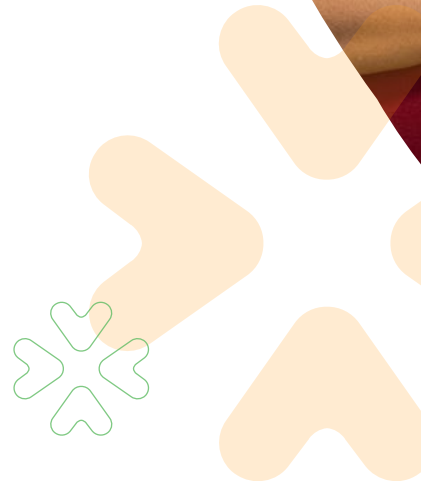
As a company built on a foundation of trust, doing business the right way is central to how we operate.

Why It Matters

Doing business with ethics and integrity is central to our compliance with federal and state laws, safeguarding patient data, how we treat our people and planet and the values that define our company. As we continue to bring our Total Care Model to more communities, operating with a focus on ethics and strong governance is crucial to our ability to deliver value to our stakeholders and create a healthier future for all.

Our Approach

Our governance, policies and processes are in place to serve the needs of our business and our stakeholders. agilon's efforts to provide greater access to high-quality health care require us to observe the highest standards of ethical conduct, maintain an unwavering commitment to data privacy and security, and address environmental, social and governance risks and opportunities. From ensuring the highest standards of data protection to implementing robust cybersecurity and compliance trainings, our approach to governance aims to ensure our team upholds the highest of integrity and does business the right way.



ESG Oversight

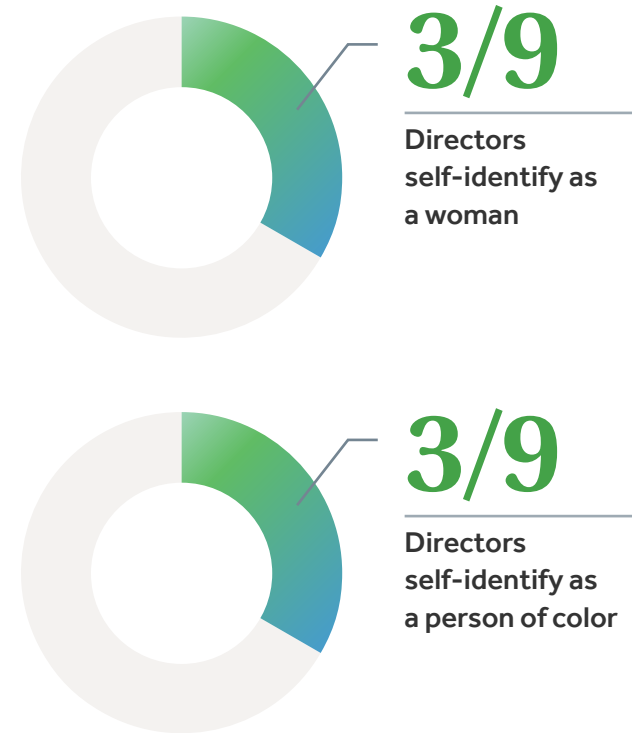
We believe that our commitment to managing the priority ESG issues for our business is not only the right thing to do, but is also essential to our long-term success and sustainability. ESG oversight at agilon health starts with our Board of Directors. Since 2021, our Board’s Nominating and Governance Committee has provided oversight of and input on relevant topics through quarterly updates. This included the review and approval of our impact strategy. In addition to direct oversight by our Nominating and Governance Committee, our full Board also receives an annual update on priority ESG topics.

In 2023, key ESG-related Board of Directors engagement included:

- Education around agilon health’s most pertinent ESG issues, including data privacy and security, human capital and community healthcare, as well as issues of growing importance, including climate change and our environmental footprint
- Review of key ESG trends, regulations and requirements
- Progress and planning related to our impact journey

Board Diversity

In 2023, agilon health’s Board of Directors became a majority independent board, with all NYSE committees composed entirely of independent directors. We are committed to a Board that represents a diversity of backgrounds, expertise and the people we serve. In 2023, our 9-person Board was made up of three people who self-identify as women and three people who self-identify as persons of color.



Operating an Ethical Company

As a company, we are committed to improving the lives of our employees and members of the communities we serve. Our culture of compliance is focused on ensuring that all members of our team are aware of and are committed to observing legal and regulatory requirements relevant to their roles and the organization at large. This commitment is embodied in our [Code of Conduct](#), most recently updated in 2023, and other agilon policies that reinforce adherence to federal and state laws related to conflicts of interest, retention of records and government contracts.

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 and other internal and external rules and guidelines. To protect those who report concerns and encourage good faith participation in the compliance program, individuals can choose to submit their concerns anonymously, without fear of intimidation or retaliation.

As we continue to grow our business, we remain acutely aware of our responsibility to establish relationships with partners who share and uphold our values.

Enterprise Risk Management

In an effort to proactively identify and mitigate areas of exposure, we continue to expand our focus on our enterprise risk management efforts. In 2023, we updated our existing Enterprise Risk Management process and began a comprehensive risk assessment led by our Risk Oversight Committee. This committee, with representation from critical areas of the organization, develops and executes the organization’s overall risk strategy and related activities. This strategic approach to managing risk ensures we are looking ahead and adapting to the ever-changing healthcare and broader regulatory landscape.

Protecting Data Privacy and Security

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

We are bound by applicable laws and provisions regarding data security and privacy. This includes the confidentiality provisions of HIPAA, HITECH and all state laws governing the use and disclosure of health information and records. Our vendors with whom we may share sensitive information are held to the same standards, and we conduct routine auditing and monitoring to ensure adherence to applicable laws, regulations and company policies. Additionally, we conduct an annual privacy assessment to evaluate our methods for storing, maintaining and safeguarding sensitive information, and remediate any identified deficiencies.

PATIENT CONFIDENTIALITY

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 job functions.

Our [Statement of Privacy Practices](#) outlines processes for requesting copies of medical records, limiting the data we use or share, and viewing a list of entities that have received patient data. It also defines the cases where agilon can share health information, such as to collaborate with physicians or bill for services.

MITIGATING DATA BREACHES

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 Ethics, Compliance and Risk Officer (and to the Audit Committee of the Board and Compliance and Quality Committee, when appropriate).

In addition, we will never sell patient information or use it for marketing purposes without explicit written permission.

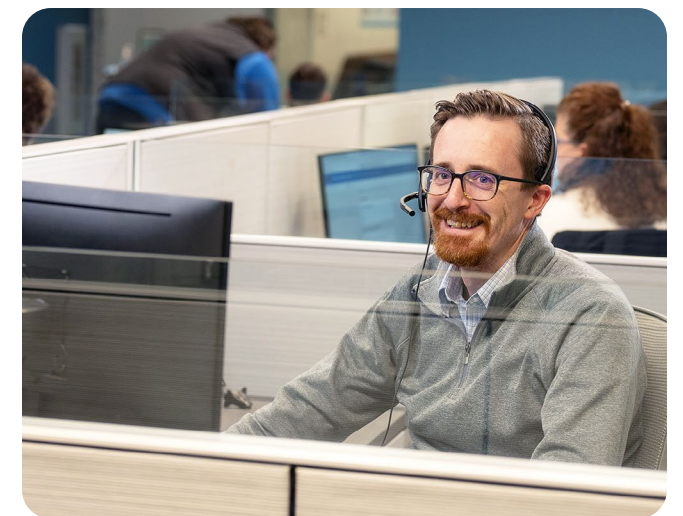
We actively work to identify vulnerabilities, prevent breaches and ensure data privacy and security for our systems and our users. agilon has a dedicated team responsible for data security, which includes the Chief Information Security Officer and the Chief Technology Officer as well as a wide-ranging business continuity plan that outlines procedures in the event of an emergency or disruption. As a company, we leverage 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.

In 2023, we diligently upheld our commitment to safeguard sensitive information and ensure the highest standards of data privacy. Through ongoing investments in advanced cybersecurity measures, employee training and rigorous compliance, we continue to fortify our defenses against evolving threats.

Specific tactics include:

- Implementation of state-of-the-art cybersecurity technologies and practices to fortify our systems against cyberattacks
- Integration of continuous training programs to ensure that our employees are well-equipped to recognize and respond to security threats effectively

These policies and actions reflect our commitment to help ensure the privacy of our data infrastructure, partners and patients. The protection of data is critical to the maintenance of our services and we continuously make data security and prevention a priority across our operations.



Appendix.

We value and welcome feedback from interested stakeholders.

Please email us: impact@agilonhealth.com.



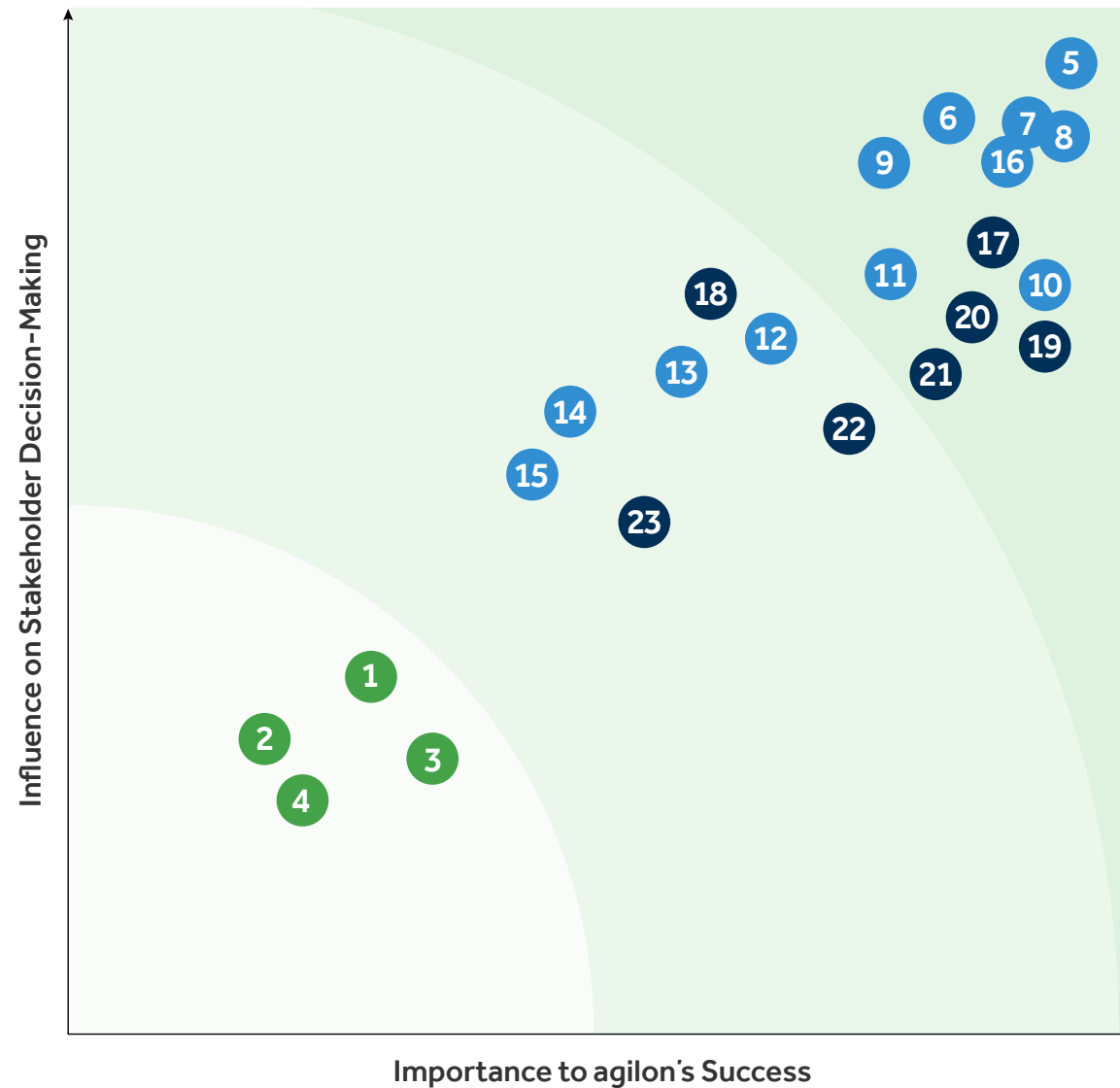


Priority ESG Topics and Materiality Assessment

Driving impact is embedded within our business and informed by the materiality assessment we conducted in 2021. Our 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.

Looking ahead, we continue to prioritize integration of our priority ESG issues within our business. One area we intend to advance in 2024 is our understanding and measurement of our environmental footprint.

➤ Learn more about our [ESG Oversight](#).



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

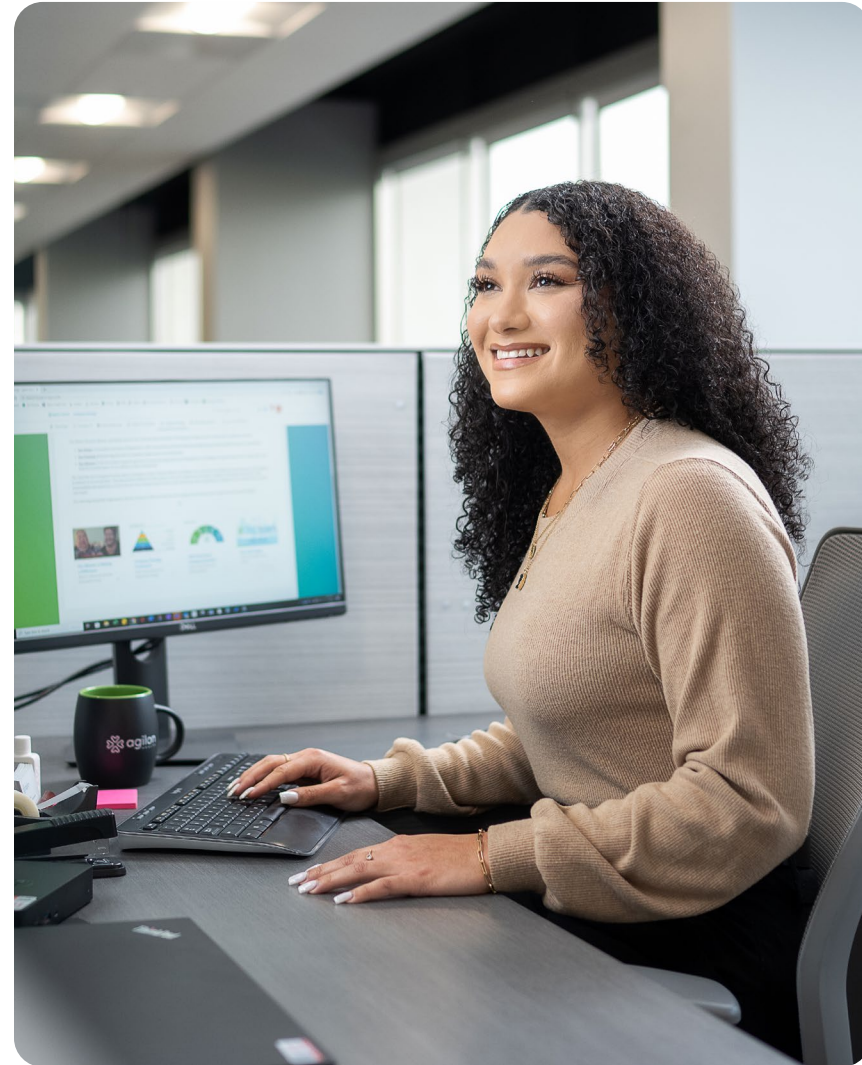
Governance

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



Impact Data Appendix

WORKFORCE AND DIVERSITY DATA



Our Workforce

2023

Global Workforce²¹	Global Workforce	1,117
	U.S. Workforce	634
	India Workforce	483
Global Workforce Diversity	Self-Identify as Female (Global Workforce)	50%
	Self-Identify as Female (U.S. Workforce)	60%
	Self-Identify as Female (India Workforce)	35%
	Self-Identify as a Person of Color (U.S. Workforce)	36%
Gender Leadership Diversity (Global Workforce)	Self-Identify as Female in Management Positions – CEO Directs	30%
	Self-Identify as Female in Management Positions – Directors and above	44%
People of Color Leadership Diversity (U.S. Workforce)	Self-Identify as a Person of Color – CEO Directs	40%
	Self-Identify as a Person of Color – Directors and above	20%
Hiring & Turnover (Full-Time Equivalent)	Total Number of New Hires ²²	573
	Annual Percent Voluntary Turnover (U.S. Workforce)	11.1%

²¹ Global workforce includes FTE employees from the United States and India.

²² Total hires that were active on 12/31/23; does not include terms.



Our Workforce (continued)

2023

Parental Leave²³	Total Percentage of Employees Entitled to Parental Leave	100%
Employee Engagement	Employee Engagement Survey Response Rate	89%
	Employee Engagement Score	76th percentile compared to industry peers
Board Diversity	Self-Identify as Female – Board Members	33%
	Self Identify as a Person of Color – Board Members	33%

²³ Includes FTE employees from the United States and India.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

agilon health reports in alignment with SASB. The table below includes 2023 disclosures for the two SASB industry standards that are most relevant to our business: Health Care Delivery and Professional and Commercial Services.

Health Care Delivery

SASB Topic	Accounting Metric	2023 Disclosure
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	In 2023, we began laying the groundwork to establish the baseline for our GHG emissions inventory for Scopes 1 and 2. We look forward to sharing more about our environmental journey in our 2024 Impact Report.
Patient Privacy & Electronic Health Records	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	Information about agilon's policies and practices to safeguard PHI and PII can be found in agilon's Statement of Privacy Practices as well as page 31 of our 2023 Impact Report.
	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	In 2023, agilon health had no material data breaches.
	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	\$0
Access for Low Income Patients	Discussion of strategy to manage the mix of patient insurance status	While this indicator is not directly material based on agilon health's business, we do track the percentage of the locations in our partnership model operating in Medically Underserved Areas (MUA) – 16.8% for 2023 – and Health Professional Shortage Areas (HPSA) – 41.8% for 2023. ²⁴

²⁴ Does not include Catalyst Health Network.

Health Care Delivery (continued)

SASB Topic	Accounting Metric	2023 Disclosure
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	The total recordable incident rate (TRIR) for the 2023 calendar year was 0. The total days away, restricted, or transferred (DART) rate was 0.
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	We track overall retention of physicians employed by agilon’s physician partners. For the 2023 calendar year we saw 91% retention for MDs and DOs. For agilon employees, our voluntary turnover rate was 11.1% and involuntary turnover rate was 6.4%. ²⁵
	Description of talent recruitment and retention efforts for health care practitioners	While agilon does not directly employ physicians, we work with physicians partners and support their retention efforts through educational and networking initiatives that develop and further train PCPs in our network. Programs include our Women’s Physician Leadership Council, peer networks, Provider Resource Groups, a Provider Learning Platform, forums, summits, and mentorship. Find more details about these retention programs for health care practitioners in the Empowering Physicians section on pg. 8 of our 2023 Impact Report. For 2023, agilon’s partners saw a 91% retention rate among primary care physicians operating in the agilon model.
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	agilon health acknowledges that climate change has impacts on human health and our business operations. While it’s not a key risk for our business, it is something we continue to monitor. Broadly, we assess ESG initiatives that may impact our financial risk and reputation. Please see our form 10-K for a list of our key risks.
Fraud & Unnecessary Procedures	Total amount of monetary losses as a result of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act	\$0

²⁵ agilon’s turnover rate includes U.S. employees only and does not include the divestiture of MDX Hawaii.

Professional & Commercial Services

SASB Topic	Accounting Metric	2023 Disclosure
Data Security	Description of approach to identifying and addressing data security risks	See Protecting Data Privacy and Security on pg. 31 of our 2023 Impact Report.
	Description of policies and practices relating to collection, usage and retention of customer information	See Protecting Data Privacy and Security on pg. 31 of our 2023 Impact Report.
Workforce Diversity and Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	See Workforce and Diversity Data on pg. 34 of our 2023 Impact Report.
	Employee engagement as a percentage	Annually, agilon health conducts an employee culture survey. For 2023, the Company's engagement score was 76th percentile. This means that agilon health is performing at the 76th percentile of its industry compared to our peers, (defined as NAICS Code 621999 – All Other Miscellaneous Ambulatory Health Care Services). The 2023 response rate was 89%. The company has seen improvement in this score every year since we began surveying in 2019.
Professional Integrity	Description of approach to ensuring professional integrity	See Operating an Ethical Company on pg. 30 of our 2023 Impact Report.

FORWARD LOOKING STATEMENTS

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 officers’ 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 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, reinvestment into partners and local primary care within the communities we serve, expectations regarding our sustainable care model, Total Care Model and their goals, the number of patients in our agilon-led physician networks and our expectations regarding our Environmental, Social, and Governance (“ESG”) initiatives. 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, future financial position, and results of operations. 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: our history of net losses and the expectation that our expenses will increase in the future; failure to identify and develop successful new geographies, physician partners and payors, or execute upon our growth initiatives; success in executing our operating strategies or achieving results consistent with our historical performance; medical expenses incurred on behalf of our members may exceed revenues we receive; our ability to secure contracts with Medicare Advantage payors; our ability to grow new physician partner relationships sufficient to recover startup costs; availability of additional capital, on acceptable terms or at all, to support our business in the future; significant reduction in our membership; transition to a Total Care Model may be challenging for physician partners; public health crises, such as COVID-19, could adversely affect us; inaccuracy in estimates of our members’ risk adjustment factors, medical services expense, incurred but not reported claims, and earnings pursuant to payor contracts; the impact of restrictive clauses or exclusivity provisions in some of our contracts with physician partners; our to hire and retain qualified personnel; our ability to realize the full value of our intangible assets; security breaches, cybersecurity attacks, loss of data and other disruptions to our information systems; our ability to protect the confidentiality of our know-how and other proprietary and internally developed information; reliance on our subsidiaries; ESG issues; reliance on a limited number of key payors; the limited terms of contracts with our payors and our ability to renew them upon expiration; reliance on our payors, physician partners and other providers to operate our business; our ability to obtain accurate and complete diagnosis data; reliance on third-party software, data, infrastructure and bandwidth; consolidation and competition in the healthcare industry; the impact of changes to, and dependence on, federal government healthcare programs; uncertain or adverse economic and macroeconomic conditions, including a downturn or decrease in government expenditures; regulation of the healthcare industry and our and our physician partners’ ability to comply such laws and regulations; federal and state investigations, audits and enforcement actions; repayment obligations arising out of payor audits; negative publicity regarding the managed healthcare industry generally; our use, disclosure and processing of personally identifiable information, protected health information, and de-identified data; failure to obtain or maintain an insurance license, a certificate of authority or an equivalent authorization; lawsuits not covered by insurance; changes in tax laws and regulations, or changes in related judgments or assumptions; our indebtedness and our potential to incur more debt; dependence on our subsidiaries for cash to fund all of our operations and expenses; provisions in our governing documents; ability to achieve a return on your investment depends on appreciation in the price of our common stock; the material weakness in our internal control over financial reporting and our ability to remediate such material weakness; and risks related to other 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, 2023, which can be found at the SEC’s website at 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.



