



# Impact Report

Fiscal Year 2023



For more than 15 years, Accolade has been refining a better healthcare experience. Our solutions are engineered to deliver better care on two dimensions: the healthcare we deliver and the personal care we take in each interaction. At the time of our IPO in 2020, Accolade was primarily a provider of healthcare navigation and advocacy solutions, serving fewer than 100 customers in a growing market. Today, those historical advocacy healthcare solutions are combined with quality primary care, mental health support and expert medical opinions, all backed by a team of clinical and benefits specialists. That customer base has also grown to more than 800 customers who span a wide range of commercial customers, health plans, government agencies and direct consumer customers. In total, we now serve more than 12 million US healthcare consumers, drawing on insights, data and intelligent technology to deliver a healthcare experience enabled by clinicians and Care Teams. It's an engineered healthcare experience born of empathy and built for scale that our members love, with NPS scores greater than 90 across most of our solutions.

### **Measuring our impact:**

With that focus on delivering an exceptional healthcare experience, we measure our impact on the world around us through a simple question: Are we improving the lives of the people we serve? Accolade solutions are Engineered to Care, an approach rooted in three core pillars: Predictive Engagement, Proactive Care, and Addressing Barriers. Those pillars inform our approach to Environmental, Social and Governance (ESG) reporting by focusing on the qualitative and quantitative impact we have on our members, our employees, and the communities we live in. Our commitment to improving the world around us is seen in our people, our purpose and our mission.

**There are three Impact areas we measure ourselves against:**

**Engineered  
to Care**

**Culture of Health  
for Business**

**Diversity, Equity,  
and Inclusion**

# Engineered to Care



The complexity of today's health risks, coupled with rising costs and employees' expectations for a better healthcare experience, have created a significant challenge for benefits leaders. A startling 25% of all healthcare spend is wasted each year due to failed care delivery, lack of proper coordination of care, and excessive or unnecessary treatment.[1] To tackle these issues and create a happier and healthier employee base, Accolade's solutions are Engineered to Care, incorporating the critical elements to deliver improved health outcomes and tackle rising costs.

Being engineered to care means proactively engaging each member with an empathetic and personalized approach, guiding every member to the next best clinical action so they achieve the best possible outcomes, and customers realize measurable cost savings.



***“I wish there was a way we could weave Accolade into the benefit regime for all people. If so, we would reduce healthcare spending in the U.S. measurably.”***

*– Health system employee & benefits consultant*

Healthcare should not be a guessing game. We leverage healthcare data and technology to provide more intelligent recommendations for our members and clinicians on their longitudinal care journeys. But we also understand the word “Care” has two important dimensions. It is the act of caring for another human by offering empathy rather than indifference. It is also the act of giving medical care, the expertise and knowledge that saves lives and cures diseases. It is recognizing that technology can make our services better, more efficient, and more scalable, but can never fully replace the humanity required to deliver true care.

[1] <https://jamanetwork.com/journals/jama/article-abstract/2752664>

## Diabetes high risk population case study

**11%**

decrease in readmissions

**58%**

decrease in avoidable IP

**10%**

decrease in ER visits

**5%**

increase in RX adherence

**6%**

increase in eye exams

# Predictive Engagement

## Data powered. People centered.

Accolade provides a unique approach to population health. With intelligent technology and a fully integrated set of clinical programs and services, we focus on the whole population. This means we pay attention to the whole person — not just the most complex cases or individual conditions. What separates Accolade even further from other healthcare providers is our ability to deliver this personalized approach at scale to our more than 12 million members. At the heart of this approach is our ability to leverage technology to help our clinical teams improve health by understanding people's needs and life context to earn their trust and get them the right care when they need it.

*Alex – Accolade Member,  
high risk diabetes*



**With an  
Accolade  
Care Team  
intervention:**

**39%**

reduction in  
spend for high-  
cost members

**14%**

decrease in  
ER visits

**15%**

decrease in  
in-person  
admissions

## Predictive Engagement

Our True Health Engine captures real-time data and unique member insights to detect important health events, locate high-risk members and flag vital interventions so that highly trained Care Team members can meaningfully engage not just known high-cost claimants but also the entirety of an employer's member base. With a 360-degree view of each member, our True Health Engine delivers personalized healthcare recommendations to our Health Assistants as they support members, and to members directly as they interact with Accolade online or through the mobile app. For employers, Accolade's True Health Dashboard uses population health data to help identify how they can best support their employees and their families to improve health outcomes and save on costs. Our approach engages over 95% of high-cost claimants and over 70% of families.



# Proactive Care

## Member engagement that leads to the next best clinical action.

Powered by data, our Care Teams proactively guide each member to tailored clinical actions. Human connections built on relationships and the currency of trust are what drive improved health outcomes and savings across the health risk continuum. With Accolade, 66% of members are proactively engaged before seeking care. Our approach also allows us to address critical gaps in a member's healthcare journey. For example, access to primary care is a key contributor to a positive healthcare experience and better long term health. Yet a Kaiser Family Foundation survey discovered that 26% of all adults, and 45% of adults under 30, don't have a primary care physician. [1] Not only do millions of people not have a PCP that they visit regularly, but millions of others don't have access to a provider. [2] Even people with providers in their geographic area have PCP challenges that make it difficult to receive comprehensive care. [3]

[1] <https://www.kff.org/other/slide/one-fourth-of-adults-and-nearly-half-of-adults-under-30-dont-have-a-primary-care-doctor/>

[2] <https://www.americanprogress.org/article/how-states-can-expand-health-care-access-in-rural-communities/>

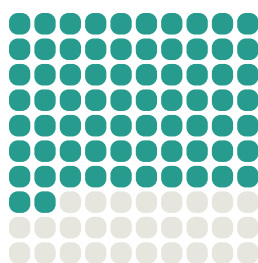
[3] <https://cohealthinitiative.org/articles/the-waiting-game-the-effect-of-appointment-availability/>

### Material impacts

Accolade Care patients see material impacts, including controlled blood pressure among 72% of hypertensive patients, compared to national averages around 50%.

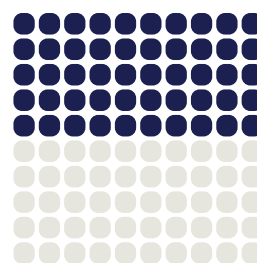
72%

Accolade members



50%

Non-members



68% Accolade saw reduced depression severity among 68% of screened members.



## Proactive Care

The result is that people get less care, they face fragmented healthcare experiences — from PCP and mental health to specialty care visits — and have less-than-optimal outcomes. These circumstances lead to poor health outcomes, frustrating patient experience, productivity losses and higher healthcare costs. Most patients who are high cost today weren't in that category last year. That's why we engage the entire population early and often, proactively helping members before or when they're considering seeking care. We provide coaching, planning and guidance to inform decisions and help people get the right care at the right time — before they become high-risk, high-cost patients.



# 65mil.

people live in regions  
with inadequate  
primary care



# 45%

of adults under 30  
don't have a primary  
care physician

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# 66%

of members engage  
before seeking care



**3x**

more likely  
to uncover  
contextual  
factors



**80%**

of health  
outcomes are  
determined  
by SDOH



**60%**

of members with  
1+ SDOH engaged  
before making  
healthcare  
decisions

# Addressing Barriers

## Improving access. Increasing care continuity.

Health equity is an economic and ethical imperative for employers, and there is much employers can do – through optimizing benefits, addressing social issues, and expanding access to care – that has a more direct reach and impact for historically marginalized communities than public policy or non-employer healthcare led initiatives.

Accolade's Engineered to Care approach supports employers in addressing health disparities and closing gaps for their employee populations through the core pillar of addressing barriers to care experienced by members. Whether it be finding a provider that is socially concordant with the member, helping them find financial support for a bill or solving a transportation challenge that will keep them from making an appointment, Accolade works with members in a variety of ways to address barriers to care.

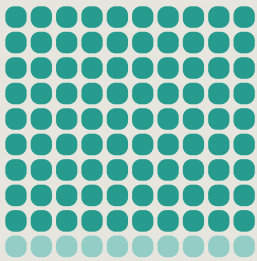
Accolade's interventions address both clinical and non-clinical needs, which affect health outcomes and deepen our ability to close equity gaps. In 2022, Accolade's front line care teams engaged 60% of members with one or more social determinant of health (SDOH) barriers before they made a healthcare decision. 70% of the members requested guidance from us on their health issues and 90% adhered to our recommendation on the next best clinical action to take. Overall, we saw a 15% increase in members seeking preventative care because of being engaged around their barriers to care.



## Addressing Barriers

# 90%

adherence to  
True Health Actions



# 15%

increase in  
members seeking  
preventative care

Accolade's attention to addressing member barriers is also how we help employers achieve 5-12% cost savings across 15 critical health risk categories.

These outcomes demonstrate the trusting connections formed between members with barriers and our Care Team, who reflect the diversity of the populations we serve. Supported by predictive data that factors in SDOH attributes and through the trust established in our personalized approach to engaging members, Accolade is three times more likely to uncover contextual barriers that doctors, without the proprietary insights we leverage, might miss.

Accolade's purpose-built approach addresses inequities in healthcare and supports employers in closing health equity gaps.

*“ I am very satisfied with Vickie, who helped me. She gave great attention to our needs – you know she’s going to see if she can help me with our bill. She was wonderful to speak with and very knowledgeable. ”*

– Accolade Member



# Culture of Health for Business



In 2019, a group of leading companies, nonprofits, and academia developed the Culture of Health for Business Framework with support from the Robert Wood Johnson Foundation. The Framework is built on four core principles and 16 strategies to encourage businesses to recognize the health of their employees as a core strategic priority to be integrated consistently across all aspects of their business. In addition to providing the services and support for our customers to meet these objectives, Accolade has identified the most relevant business practices within the framework to serve our own employees and their families.

	COH4B PRACTICE	APPROACH
Strategy	<b>1 Health culture:</b> Promoting an organizational culture of health (over and above wellness and health promotion program)	At Accolade, we're trying to fix a broken healthcare system, empower every person to live their healthiest life and help address disparities in the communities we serve. In FY 2023, we launched a number of Employee Resource Groups (ERGs) to promote diversity, cultural awareness, equity and an inclusive work environment.
	<b>2 Responsible marketing practices:</b> Commitments to practice responsible marketing including labeling transparency.	Accolade ensures that our telehealth Rx prescriptions meet all primary care physician standards and emphasize truthful advertising. We prioritize compliance with legal and regulatory requirements and provide accurate information to customers regarding prescription drug capabilities and limitations. Our marketing focuses on messaging transparency regarding our capabilities all while following the strictest of guidelines regarding consumer privacy and protection.

## COH4B PRACTICE

## APPROACH

### Policies and benefits

- 1 Health promotion & wellness:**  
Health initiatives that generally offer screening, prevention, and health promotion.

Consistent with our promise to our customers, we focus on the wellbeing and total health of our own employees. To that end, Accolade employees enjoy our full range of advocacy, expert consultation, primary care and mental wellness services. We also provide access to many of our trusted partner ecosystem partners for specialty care such as diabetes, musculoskeletal, fertility, weight management and many other important needs.
- 2 Paid family and medical leave:**  
Allowing employees to earn pay while attending to illness, a family member or new child.

Providing wellbeing programs that are inclusive of all employees at every life stage is an important part of our values. We maintain a comprehensive suite of benefits designed to help make life easier and reduce stress, such as employee assistance programs, Covid-19 support, enhanced parental leave, maternity management, fertility support, tutoring support, childcare and elderly care.
- 3 Providing employer-based health insurance.**

Accolade offers health insurance, dental and vision to all employees and their legal dependents. We also extend our Accolade Expert MD service to all immediate family members including parents. In FY 2023, we instituted salary band adjustments for employee healthcare contributions to align the affordability of premiums across all salary levels.
- 4 Equality, diversity & impartiality:**  
Managing inequality, discrimination and diversity, including disability.

We celebrate the value of diversity and expect all employees to support our members, customers, and team members, who come from all walks of life. Accolade commits to hiring and promoting the best qualified candidate, including diversifying our talent pipeline for recruiting and ensuring there is equal opportunity for everyone. As of January 2023, 74% of our company is female and 48% are people of color.
- 5 Financial literacy:**  
Providing financial literacy resources.

We believe wellbeing and Total Rewards goes beyond providing healthcare benefits. Accolade provides financial wellbeing support including Brightside Financial Assistance, Fidelity 401K resources and education, group MetLife legal assistance, pet insurance, accident and critical illness insurance, tuition reimbursement, commuter discounts and stipends, and employee discounts on a number of everyday living expenses.

## COH4B PRACTICE

## APPROACH

### Workforce and operations

- 1 Work time:**  
Managing working hours, schedules and schedule control.

We strive to ensure that we comply with all applicable laws and regulations in every country in which we operate, including those concerning hours of work and rest. As our teams return to the office following the Covid-19 pandemic, we have created a hybrid workplace to give employees flexibility to work from home several days a week. We also close our offices for two weeks annually to encourage employees to spend more time with their families. We respect limits for overtime work and irregular work hours, including weekends and national or religious holidays.
- 2 Job security:**  
Managing job insecurity as perceived (by employee) or attributed (by researchers).

We aim to attract and retain our employees for the long term, and engage with all our employees to provide job continuity and growth, facilitating learning and development for each. Our learning culture supports developing and retaining our talent. Performance management at Accolade takes place throughout the year and involves setting goals, receiving continuous feedback, evaluating your own performance/results, receiving peer & leader feedback, and finally being rewarded based on performance. This process is driven by our feedback culture and ensures we are continuously improving and aligned around the right things—taking care of our members and each other.
- 3 Pay practices:**  
Managing wage policies, minimum wages, wage satisfaction.

We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. We always observe legal minimum wage provisions and often exceed these. We also commit to pay equity, and ensuring that those in the same role, with same experience, are equitably paid.
- 4 Physical environment:**  
Managing air quality, lighting, green buildings, attempts to promote health through the built environment other than through occupational health and safety.

We maintain workspaces designed to promote healthy lifestyles and collaborative working. Our offices incorporate elements that support physical and emotional health, such as quiet rooms for nursing mothers, rooms for counseling and employee assistance, and kitchen and break rooms. We adopt green building requirements for offices that we occupy or seek to lease. The majority of our office spaces are located in buildings that are LEEDS-certified or have achieved a high Energy Star rating.

## COH4B PRACTICE

## APPROACH

### Community

- 1 Social capital & cohesion:** Encouraging links, shared values and understanding.

Our DEI commitments lead with three areas of focus: equity, advocacy, and education. We have an Ally program of employees who act as champions in support of DEI initiatives and internal resources for fellow employees. Plus we heavily lean in on voter participation and empowerment to amplify our voices in our communities.
- 2 Community involvement:** Investments in programs to benefit communities, including disaster response and recovery.

Accolade encourages our employees to be actively involved in making a difference in their communities by providing all U.S. employees paid time off to volunteer each year at a nonprofit (501c) organization or school of their choice. Accolade teams also do community service at local organizations such as food banks, voter registration sites, and schools.



# Diversity, Equity and Inclusion



At Accolade, we believe that our teams should reflect the diversity of the people we help every day. Understanding different life experiences and points of view informs how we build our solutions and how we help each unique individual get to the right healthcare.

## Race and ethnicity

	Overall			Executive Leadership			Leaders/Managers			Professionals			FLCT/Other		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Asian	5.6%	7.1%	7.8%	18.2%	13.6%	17.6%	6.0%	9.9%	11.7%	8.3%	10.4%	11.7%	2.5%	3.9%	3.8%
Black/African American	18.3%	20.8%	24.1%	4.5%	2.3%	-%	6.6%	10.3%	8.3%	7.5%	8.7%	10.5%	31.4%	32.4%	38.2%
Hispanic	5.6%	10.1%	10.9%	-%	4.5%	5.9%	4.2%	7.1%	6.3%	3.0%	4.8%	5.5%	8.4%	14.9%	16.0%
Two or More Races	3.8%	3.6%	3.9%	-%	-%	-%	3.0%	2.8%	2.7%	3.6%	3.5%	3.6%	4.3%	3.9%	4.5%
White	66.2%	53.2%	51.6%	77.3%	77.3%	76.5%	79.6%	68.1%	70.7%	76.8%	68.7%	67.3%	52.9%	37.7%	35.0%
Not Declared/Other	0.6%	5.3%	1.8%	-%	2.3%	-%	0.6%	1.8%	1.3%	0.8%	4.0%	1.3%	0.5%	7.1%	2.6%

### Nasdaq Board Diversity Matrix (As of February 28, 2023)

Total Number of Directors	9	
	Female	Male
<b>Gender:</b>		
Directors	4	5
<b>Number of Directors who identify in and of the categories below:</b>		
African American or Black	1	0
Asian	0	1
White	3	4
LGBTQ+	0	

**74%**

Females

**48%**

People of color

As of December 2022, 74% of our company is female and 48% are people of color.



**Accolade**

[accolade.com](http://accolade.com)