



A year of passion and impact

2022 Environmental, Social
and Governance Report

Impact where it matters.®



Dedicated in memory of ZS's co-founder Andy Zoltners (1945-2023)

Andy's passing happens to coincide with the 40th anniversary of the firm he took great pride in building from the ground up, starting all the way back in 1983. Andy built deep relationships across the biopharmaceutical landscape by helping clients solve their most complex business challenges. His desire to make an impact that truly mattered was an inspiration, and that mindset is what drives our passionate and dedicated people across 35 global offices today.

As we spend this year celebrating four decades of client impact, culture and an unwavering commitment to our core values, we now have one more thing to celebrate and pay tribute to: the legacy of Andy, an admirable man and extraordinary visionary.

I'm humbled to have the privilege—along with ZS people across the globe—to carry forward Andy's guiding vision of transforming healthcare through our work with clients. You'll be missed, Andy.

Pratap Khedkar (he/him)

Managing Director and Chief Executive Officer



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A letter to our stakeholders

I see the future of healthcare—in my role as CEO, through the lens of all stakeholders that make healthcare happen, and above all, the patients and people the system cares for. I am constantly reminded that, on the other side of ZS’s solutions and innovations, are real providers and patients—like my wife, Madhura, and the patients she’s cared for over the course of her career as a pediatric nephrologist.

As I listen to her stories, it is clear that patients want competence and compassion in their care, both of which are enshrined in ZS’s values and hallmarks. I am humbled to be part of a firm with a vision to improve health outcomes for all, in partnership with so many others.

I’ve seen a lot during my time here. Our once “small” firm of a couple thousand now has more than 12,000 ZSers in 35 offices across the globe helping improve health outcomes. A firm once focused on sales optimization is now a global, end-to-end consulting, analytics, technology and products firm with clients in and outside of healthcare. And a firm once largely run by men now

has women leading ZS’s road to success—across our board of directors, [leading our environmental, social and governance \(ESG\) team](#) and at every level of the organization.

Some things never change, though. After 40 years, we are still steadfast in helping our clients succeed and ZSers thrive, we are faithful to our values and cultural hallmarks, and we are passionate about advancing our ESG journey.

Now, we are translating that passion into tangible impact by making ESG a business priority. In 2022, we built an ESG strategy around our core values and defined material issues that matter to our business, stakeholders and vision of improving health outcomes for all. It is with this strategy that we aim to achieve three goals:

- Advance health equity
- Empower our people to make an impact
- Operate sustainably and responsibly

Our 2022 ESG report provides a behind-the-scenes look at what we are doing now to achieve these goals—the progress we’ve made, challenges we’ve faced and path forward for making the impact we want to see with the partners we rely on most: our people, clients, suppliers, industry leaders and communities.

Goal No. 1: Advance health equity

We are investing in cross-industry partnerships to close the health equity gap. In 2022, we elevated our health equity services by establishing a patient health and equity accelerator team that affected an estimated ~1.9 million lives.

We are also innovating with clients in industries outside of healthcare who influence drivers of health, such as economic stability and food security. In 2022, we engaged with clients in industries like financial services, agribusiness, consumer goods, high tech, private equity, retail and travel and transportation to help them improve health outcomes in unique ways.

Given our people’s passion for pro bono and volunteer work, we invested \$8 million in nonprofit initiatives to further tackle social and environmental disparities across communities where we live and work. We also launched our ZS Donation Match Program and contributed ~\$600,000 within the first six months, 54% of which directly supported health, housing and shelter and other human services nonprofits.

Overall, ZSers across 32 offices in 2022 dedicated more than 37,000 hours of service through pro bono and volunteering activities to improve the health of their communities.

**Goal No. 2: Empower our people to make an impact**

2022 was another year of opportunity for our global team. We promoted more than 2,000 ZSers and enhanced professional development offerings to help ZSers succeed.

We also evolved elements of our hiring process to ensure it was equitable for the 4,700 people who joined ZS in 2022. Mainly, we audited our application and hiring processes to remove obstacles for candidates and advanced our bias mitigation training to help ZSers make objective, merit-based, job-related and structured hiring decisions.

We maintain a continuous listening strategy to understand ZSers' needs and support them during every step of their journeys. Each year, we conduct an annual engagement survey followed by a 'pulse check' mid-year to see how we are progressing on the actions we take from ZSers' feedback. In our 2022 annual survey, 72% of ZSers reported feeling engaged at ZS.

Another listening opportunity last year was "[OUR ZS Day](#)." For the first time in our history, we gathered in every office around the world for a cultural session that prompted our people to share what matters to them. From those rich discussions, ZSers collectively agreed on [six essential behaviors and attitudes](#) that will help us continue to live by our core values.

In listening to ZSers at all levels, we also recognize key opportunities to strengthen our culture of inclusion and belonging—particularly for colleagues who have historically been underrepresented across consulting, our firm included.

We identified areas for improvement, including increasing representation, retention and engagement of Black, Hispanic and Latino ZSers and creating an equitable path to leadership for women in our India offices. The latter aims to help accelerate growth in a region where we've historically seen fewer women in leadership roles compared to other regions.

Knowing there are even more opportunities to support our people, we defined diversity, equity and inclusion commitments in 2022 to focus our efforts and achieve systemic and sustained impact.

Goal No. 3: Operate sustainably and responsibly

The way we operate in and of itself is a driver of health outcomes—the health of our people, our partnerships, the environment and lives we touch through client- and nonprofit-facing work. We can only deliver tangible and transformative value when we commit to responsible, ethical and sustainable principles.

For example, we feel a heightened responsibility to reduce our firm's emissions and tackle climate

change—a prominent driver of poor health outcomes. After a thorough review and understanding of our current impacts on the environment and discussions with key stakeholders, we have a plan in motion to create genuine, sustainable and healthy change.

In 2022, we filed our near-term targets with the [Science-Based Target initiative](#) (SBTi) to reduce our scope 1 and 2 emissions by 46% and scope 3 emissions by 55% by 2030 (as compared to our 2019 baseline). While we await approval from the SBTi on these targets, we are forging ahead with tactics to reduce all three emissions globally.





Last year we switched our largest ZS office to renewable energy. We also purchased renewable energy certificates from Schneider Electric's Energize Program, started negotiating contracts with airlines to include Sustainable Aviation Fuel options for employee travel and are contracting with rental car companies to include electric and hybrid vehicle options for ZSers commuting to the office or client sites.

Because of these and other efforts, we reduced our absolute scope 1 and 2 emissions by 29% and our scope 3 emissions per full-time equivalent by 49% (as compared to our 2019 baseline year) in 2022.

We are also advancing our practices to ensure the security and privacy of our people, partnerships and assets. We hired our first chief information security officer to lead ZS's overall corporate information security strategy, security infrastructure, governance, risk management and compliance. With this new leadership, we are better positioned to protect our partners' information and earn their trust.

Moving forward with purpose

As I said earlier, the future of health should be competent, compassionate, fair and accessible to all. Having a clear plan for addressing the biggest environmental, social and governance issues of the day are critical contributors to that future—and something we take seriously.

With that, I have many people to thank for getting us to where we are today: ZSers, for their unwavering passion and drive; our clients for their continued partnership and trust; suppliers for their solutions and support; and our communities for their confidence in us to make the world a healthier place to live.

I look forward to partnering with all of you in 2023 and beyond. As Mahatma Gandhi once said, "Be the change you want to see in the world." Together, we can make that change.

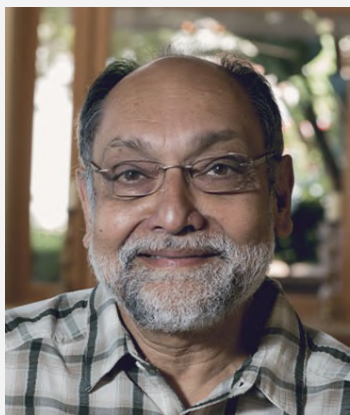
Pratap Khedkar (he/him)

Managing Director and Chief Executive Officer



About ZS

In 1983, Andy Zoltners and Prabha Sinha founded ZS on three core values: Treat people right, get it right and do the right thing. Nearly 40 years later, we still work daily to embody those values in everything we do.



1983

ZS is founded by Prabha Sinha (photographed left) and Andy Zoltners (photographed right)

Our purpose

We solve complex problems to help our clients thrive. We work with companies in industries like healthcare, high-tech, financial services and more to bring ideas to life—from discovery to commercialization, backed by our strategy consulting, analytics, platform and technology capabilities.

Our vision

ZS partners with companies to improve life and how we live it. We transform ideas into impact by bringing together data, science, technology and human ingenuity to deliver better outcomes for all.

Do the
right
thing

Our commitment to ethical behavior is what allows us to approach our work, our clients and each other with integrity.

Get it
right

We apply industry expertise, leading-edge analytics, technology and strategy to bring bold ideas to life.

Treat
people
right

We treat others with dignity and respect, providing a supportive and collaborative culture that inspires real action.



The building blocks of who we are at ZS

To live our core values and drive life-changing impact across our communities, ZSers prioritize six attitudes and behaviors. These hallmarks inform our culture today and inspire our priorities for the future.





12,000+
ZSers globally

35
Global offices

1,200+
Clients served

97%
Repeat clients

1
Passionate team



Our approach to ESG

Growing up in Bogotá, Colombia, I always had big dreams. These aspirations permeated every phase of my career journey—moving to the United States for new opportunities, earning my MBA and, finally, joining ZS where I spent the better half of two decades helping clients solve complex problems.

Two years ago, when I became ZS's chief operating officer, I knew it would allow me to focus to our most important asset—our people. As a Latina woman who rose to leadership with support from a strong network, a founding member and now Chair of our Diversity, Equity and Inclusion Council, and former leader of ZS's People and Culture Team, I feel a responsibility to elevate others and help them achieve their full potential.

There is limitless potential at our firm because of ZSers' intelligence and grit. Not only do we drive client impact day in and day out, but we have influenced positive climate impact, responsible social behaviors and ethical governance for years. I'm thrilled that we now have the strategic direction, operations and governance to scale our existing work and create greater change.

We look to three teams and other functional leaders across ZS to help us on that journey.

Shareholders' Council (board of directors)

Our elected leaders provide high-level oversight into our firm's operations to ensure we act sustainably, ethically and in the best interest of all stakeholders.

ESG Steering Committee

This group of tenured principals governs our ESG strategy, objectives and accountability measures to ensure we make progress.

ESG Core Team

Global, cross-functional leaders drive our ESG initiatives forward and help facilitate stakeholder engagement across material issues.

ZSers started our ESG work years ago because it was, and continues to be, the right thing to do. Now we have the people, processes and structures in place to get it right.

Sandra Forero (she/her)

Chief Operating Officer



ESG governance

Shareholders' Council

The Shareholders' Council is a group of 11 ZS principals who serve as ZS's board of directors and represent the interest of ZS's shareholders. Several sub-committees ladder up into the Shareholders' Council—including the Diversity, Equity and Inclusion Council, Risk, Compliance and Professionalism Committee, Compensation Committee, and Principal Election Committee—providing high-level oversight on ZS's strategy and operations to ensure we act sustainably, ethically and responsibly. As the ultimate ZS governing body, the Shareholders' Council meet quarterly to challenge and endorse our ESG commitments.

ESG Steering Committee

The ESG Steering Committee is a cross-functional team of principals who govern our ESG strategy. They meet monthly to discuss progress and opportunities in ESG while working closely with other committees who govern our risk, compliance and legal policies. The ESG Steering Committee develops and manages initiatives that support our ESG goals, oversee reporting and disclosure requirements, assess our progress and design data-driven and strategic paths forward to keep us on track. Principal Judith Kulich is the ESG Chair on the Shareholders' Council and member of the ESG Steering Committee.

ESG Core Team

The ESG Core Team executes on ESG programs and interventions designed by the ESG Steering Committee and approved by the Shareholders' Council. They partner with leaders across our Enterprise functions—including legal, compliance, human resources, finance, marketing and communications and more—to drive holistic and sustainable change within the firm.



“Global health is ripe for change, and we’ve designed our ESG strategy and efforts to positively influence that change.

Without safe, responsible and secure practices, we can’t earn the trust of our partners who propel life-changing solutions. Without sustainable operations, we can’t improve climate change—a social driver of health. Without a workplace culture that sees, hears, understands and includes its people in decision-making and diversifies its employee-base, we can’t innovate in new and profound ways.

Everything we focus on—health equity, climate impact, diversity, equity and inclusion, data security and privacy, ethics and transparency—coexist for a reason and are what will drive us toward improving health outcomes for all. They are also the areas where we, as ZSers, can have the most impact.

The road ahead is long, and progress won’t be quick or easy. But I’m proud of the strides we’ve made to date. This is hard, critical and purpose-driven work, and we have a global team who believe in that purpose. We, in partnership with our clients, suppliers and communities, will help redefine global health for the better.”

Judith Kulich (she/her)

ESG Chair on the Shareholders’ Council in San Francisco, CA (U.S.)



ESG assessment

A sound ESG approach requires a thorough, data-driven assessment. To get ours right, we identified ESG topics that interrelate with our business strategy and stakeholder relationships.

Through a qualitative assessment—which included a review of our employee engagement data and interviews with clients and ZS principals—we identified material issues that are important to society, ZS and our stakeholders.

Material issues

We are prioritizing five material issues today to aid our pursuit of improving health outcomes for all:

- Health equity
- Data security and privacy
- Diversity, equity and inclusion
- Climate impact
- Ethics and transparency

We will conduct a full materiality assessment to align with the evolving needs and priorities of ZS, our clients and our other key stakeholders.

External reporting efforts

We consult established reporting frameworks and standards to inform how we track progress across material issues. This year, we are using the Sustainability Accounting Standards Board (SASB), the GRI Standards and U.N. Sustainable Development Goals (SDGs). You can find details on how we are aligning our material topics against these frameworks and standards in the subsequent pages and [appendix](#) of this report.

Additionally, we report our scope 1, 2 and 3 greenhouse gas emissions data to CDP, giving clients easy access to our environmental data and impacts. We are also

annually assessed by EcoVadis—the leading rating organization on business sustainability—on our environmental, labor and human rights, ethics and sustainable procurement impacts.

As we evolve our ESG work, we will continue to reference SASB, GRI and SDGs for disclosure guidance and share information through CDP and EcoVadis. We will monitor global developments in sustainability best practices across the U.S. Securities and Exchange Commission, International Sustainability Standards Board and EU Corporate Sustainability Reporting Directive.





ESG mission and goals



Advance health equity

We work to understand and address the social and environmental drivers of health. We seek partnerships and opportunities that drive change, bringing together stakeholders in healthcare and beyond to tackle inequities.



Empower our people

Our people are our most valuable asset. We prioritize fostering a culture where every ZSer uses their passions to drive impact, receives support based on their unique needs, feels heard and respected, is enabled to thrive and belongs.



Operate sustainably and responsibly

We work to build trust with our clients, partners, colleagues and suppliers by addressing the impacts of climate change, ensuring data security and privacy and staying accountable as we make progress.



ZS supports the U.N. Sustainable Development Goals (SDGs)

We are prioritizing select SDGs that align with our ESG goals and vision of improving health outcomes for all.

SDG 3: Good health and well-being: Recently, ZS signed the [World Economic Forum’s Zero Health Gaps Pledge](#) and [Healthcare Leadership Council’s pledge to advance health equity](#). That’s because we commit to advance health equity around the world and ensure everyone has fair access and equitable opportunities for positive health outcomes. We also work to support the health and safety of our people, at every stage of their ZS journey, through comprehensive benefits offerings, fair compensation, community supports and more.

SDG 7: Affordable and clean energy: We are scaling the use of clean energy sources across the entire firm, with the goal to use 100% renewable energy by 2030. Currently, five of our largest offices use 100% renewable energy, and all offices in the U.S. reside in LEED certified or Energy Star certified buildings. We also continue to upgrade electrical systems, phase out refrigerants and invest more in renewable energy overall.

SDG 10: Reduce inequalities: We work to help ZSers feel supported, experience equitable opportunities for progression and have overall feelings of belonging by committing to actions that advance diversity, equity and inclusion. Additionally, we are helping our clients and nonprofit partners address social drivers—including race, ethnicity, gender and economic status—that contribute to health disparities around the world.

SDG 12: Responsible consumption and production: We are uncovering new, sustainable consumption practices. This includes engaging suppliers and vendors to reduce emissions, reducing footprint of data centers, disposing of e-waste sustainably and responsibly and purchasing food from restaurants that have sustainable packaging.

SDG 13: Climate action: In 2022, we submitted a near-term science-based target with the SBTi and are awaiting validation. In the meantime, we are taking action to reduce emissions, helping clients operate more sustainably, assessing climate risks and increasing our climate disclosures regularly. We are on track to submit our overall net-zero SBTi target by 2025.

SDGs guiding us to advance health equity



SDGs guiding us to empower our people to make an impact



SDGs guiding us to operate sustainably and responsibly



2022 in review

Advance health equity

1 New global health equity team	~1.9 million ¹ Potential lives affected by our patient health and equity accelerator work
10 Healthcare practice areas with health equity projects	10 Therapeutic areas where we address health equity
7 Other industries outside of healthcare that we work in to improve health outcomes	\$8 million Invested in nonprofit social impact initiatives

Empower our people to make an impact

35% ² ZSers identify as women globally	50% ^{2,3} ZSers in the U.S. are from racial or ethnic minority groups
2,000+ ⁴ ZSers promoted	100% ZSers with access to professional development tools
72% ⁵ Of ZSers report being engaged (compared to an average 75% engagement ⁵ rate in management consulting and professional services industries)	94% ⁵ ZSers believe in our core values

Operate sustainably and responsibly

29% ⁶ Absolute reduction in scope 1 and scope 2 emissions (compared to 2019 baseline)	49% ⁶ Reduction in scope 3 emissions per full-time equivalent (compared to 2019 baseline)
5 ZS's largest offices use 100% renewable energy	100% Of ZSers are required to complete annual compliance training

1. This is an estimate derived by five health equity projects in 2022 health equity driven by our patient health and equity accelerator. It considers the number of people in a particular region diagnosed and/or living with a specific health condition and the scale of ZS's project to address the condition. We estimate that millions of more lives are affected through our other client-facing work and efforts to support clients' health equity efforts.

2. 2022 year-end WorkLife data for ZS permanent employees

3. Racial and ethnic minorities in the U.S. are persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic

4. Exactly 2,069 ZSers were promoted in calendar year 2022

5. August 2022 ZS HealthCheck (employee engagement) survey

6. Emissions calculated by a third-party vendor for calendar year 2022



Recognitions

Our 2022 recognitions signal progress and opportunity

We received several recognitions as a great place to work for women.



We received a perfect score for the fourth year in a row on the Human Rights Campaign’s Corporate Equality Index and designation as a “Best Place to Work for LGBTQ+ Equality.”



ZS received a Bronze EcoVadis rating on our environmental, labor and human rights, ethics and sustainable procurement impacts. As with CDP, we are using this tool to inform our strategy and disclose targets and progress across material issues. We have defined a near- and far-term blueprint to improve this rating.



ZS received a C rating in the 2022 CDP Climate Disclosure, indicating we are knowledgeable about the impact ZS has on climate change. This was our second year responding to CDP, and we are using this score to inform our strategy, define our commitments and guide us in taking systemic action on climate issues. We expect to improve this score in coming years.





Advancing health equity





In an ideal world, every person would have a fair and just opportunity to be as healthy as possible. However, the reality is that individuals and entire populations disproportionately experience higher rates of disease, illness and death because of one or several social factors. Where they live, the air they breathe, the education they receive, the color of their skin and much more shapes their lives—and their health outcomes.

Improving human health and reducing these disparities requires cross-sector partnerships and innovation within and outside of healthcare. Whether it's a pharmaceutical company designing affordable and accessible drugs to cure patients or an agriculture products manufacturer bringing nutritious food to market to prevent disease, everyone plays a role in reducing health disparities that plague disadvantaged populations.

ZS serves as a connector for these industries, facilitating partnerships to address inequities and improve health outcomes for all people, in all regions of the world. We harness our passion, technology and expertise to deliver solutions that give everyone access to quality and affordable goods and services, regardless of their race, ethnicity, gender or socioeconomic status. This is no easy feat, but our values of treat people right, do the right thing and get it right will guide our progress.

Our targets within the next two-plus years:

- Develop programs to improve access to medicine for vulnerable and diverse populations
- Engage in product innovation, research, consumer access, digital health and more
- Support clients in diversifying clinical trials and improving post-trial access to drugs
- Support legislation and regulation that improves access to health, tackles climate change, addresses air pollution, provides access to mental health services and addresses occupational health risks from climate change



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Thought leadership

We create change with our clients, nonprofit partners and one another to address society's greatest challenges and improve human health. That type of social impact requires an understanding of health disparities, researching solutions and extending our knowledge to accelerate progress.

Our thought leadership in 2022 uncovered findings on the social and environmental drivers of health, which we hope will incite industry change. Here are just a selection of our thought pieces.



[Reinventing patient centricity:
Bringing true patient-led
business models to life](#)



[How to recruit more diverse
clinical trial participants](#)



[Hidden patient drivers for
improving diversity in
clinical trials](#)



[Leaning on ecosystem
partnerships to achieve
health equity](#)



[Q&A: Why the future of
health depends on innovative
collaborations, equity and trust](#)



[Advancing health equity:
Practical solutions to address
variations in care](#)



[Healthcare industry leaders
increasingly get behind whole-
person, personalized care](#)



[2022 Impact Summits present
a vision for the future of
connected health](#)



[Consumers call for connected
health: How can health plans
respond?](#)



[Beyond awareness: Insights
to increase willingness to
participate in clinical research](#)



[“What’s in it for me?”:
Communicating the value of
clinical trials](#)



[Leave no patient behind: How
to develop a successful health
equity business strategy](#)



2022 highlights

We drive change through healthcare expertise, partnerships, innovative problem-solving, proprietary AI solutions and analytics acumen. But most importantly, we apply a patient-centered lens for each solution.

In 2022, we elevated our health equity services by launching the patient health and equity accelerator. This team of global experts collaborates with clients to improve patient experiences and outcomes.

~1.9 million

Potential lives affected by our patient health and equity accelerator work

10

Healthcare practice areas with health equity projects

- Research and development
- Applied behavioral insights
- Real world data and evidence
- Health payers and providers
- AI and advanced analytics
- Value and access
- Strategy and transformation
- Digital and connected health
- Healthcare ecosystem solutions
- Insights and analytics

10

Therapeutic areas where we touch health equity

- HIV
- HCV
- HPV
- Vaccines
- Oncology
- Immunology
- Neurology
- Rare diseases
- Respiratory
- Behavioral and mental health

Improving human health is not just a healthcare priority – it’s a priority for all industries. We innovate with clients in sectors beyond healthcare to address social drivers of health, or the underlying, nonmedical factors that contribute to health inequities.

7

Other industries outside of healthcare that we work in to improve health outcomes

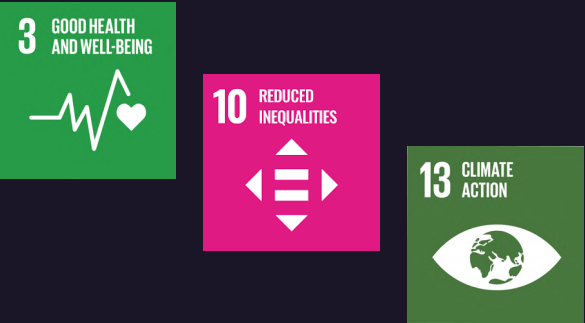
- Agribusiness and food
- Consumer goods
- Financial services
- High tech and telecommunications
- Private equity
- Retail
- Travel and transportation

\$8 million

Invested in social impact initiatives with nonprofit partners

ZSers actively invest their time and expertise to causes and nonprofit organizations that address the drivers of health. In 2022, ZSers across 32 offices dedicated more than 37,000 hours of service through pro bono and volunteering activities focused on community health and well-being.

Our work contributes to three U.N. Sustainable Development Goals:





Teams leading the way

At ZS, we focus on the future of health—what must happen now to create a future that is more connected, accessible and quality-driven? How can we (and should we) address gaps today that risk human health, well-being and outcomes?

What we discovered is something we have known for years: We must prioritize health equity in our research, innovations and solutions. Our approach is ingrained across our operations and driven by specific teams.

Our human-centered client teams

ZSers are passionate about improving consumer access. We use a human lens for our solutions, from helping clients achieve greater diversity in clinical trials to evolving go-to-market strategies of products that affect elements of health. This approach defines the work across teams and practice areas.

Patient Health & Equity Accelerator

In 2022, we formalized our health equity work by convening a team of experts to deepen ZS's understanding of health disparities that exist around the world.

The team leans into their healthcare expertise, cross-ecosystem partnerships and innovative problem-solving to support 10 of our healthcare practice areas and 10 of our therapeutic areas. They have a dual focus of health equity and patient health and leverage ZS's digital solutions to broaden access, improve the patient experience and strengthen outcomes.

ZS Cares

Through our ZS Cares program, we accelerate change with nonprofit partners. Many of them—like us—strive to address the drivers of health. Through pro bono consulting and volunteering efforts, ZSers globally apply their unique knowledge, skills and passions as a force for good to make our communities healthier places to live.



Understanding the drivers of health outcomes

There is no doubt that social drivers of health (SDOH) affect our overall well-being. These nonmedical factors, including the social, physical, environmental and economic conditions in which people are born, live, work and age, drive most health outcomes.

We are working with leaders across industry sectors to understand SDOH and apply a health equity lens to our solutions and offerings. By addressing existing disparities and building human-centered systems and solutions for delivery of care, we can support the complex needs of patients, consumers and communities.

Drivers of health outcomes: A U.S. view

Social inequities

Compared with non-Hispanic whites, people of color have:

- **2-2.5x higher** poverty rate
- Up to **140% higher** unemployment rate
- **2-3x higher** chance to be uninsured



Drivers of health

- Socioeconomic
 - Behavior and lifestyle
 - Education
 - Access to care
 - Food insecurity
 - Living condition
-
- Medical care
 - Omics



Overall health outcomes



Sources: goinvo.com, U.S. Census 2015, from HRSA 2017 Health Equity Report
Minorities include people who are Black, Hispanic and American Indian/Alaska Native





Addressing disparities in healthcare

As a signal of our commitment to advance health equity, we signed the [World Economic Forum's Zero Health Gaps Pledge](#) and [Healthcare Leadership Council's pledge](#).

We are working to achieve health equity in part with healthcare leaders, by developing programs and innovating solutions to improve access to care and medicine for vulnerable populations.

We have applied our solutions to various client needs, including:

- Identifying and recruiting diverse patient populations for clinical trials
- Tailoring analytics and insights to detect health disparities in patient populations
- Helping establish and integrate health equity strategies into company processes
- Developing patient language guidelines
- Developing universal language standards

While our patient health and equity accelerator drives this work, we continue to integrate health equity throughout our other healthcare practice and therapeutic areas.

“At the intersection of healthcare, ESG and diversity, equity and inclusion, health equity is the perfect opportunity for impact. The expertise and capabilities that ZS has are incredible and we have the ability to partner with our clients to drive greater, more significant change and bring value to a broader set of people and patients.”

Judith Kulich (she/her)

ESG Chair on the Shareholders' Council
in San Francisco, CA (U.S.)

[Read more on how ZSers work to advance health equity.](#)

Four pillars define our health equity collaborations



Uncover fresh insights and innovate ways to fight inequities



Pioneer programs and approaches to help healthcare stakeholders accelerate their progress



Forge and scale partnerships across the healthcare ecosystem to jointly tackle entrenched challenges



Assess and target health equity gaps around the globe, with a focus on historically underserved populations



Putting patients first to reduce disparities

Despite more than a decade of discussion around patient-centered healthcare, patients still face challenges throughout their treatment journeys. Some challenges are driven by health disparities—financial burden, limited accessibility to care, difficulty understanding complex and poorly written health information—and may negatively impact health outcomes.

The need to re-center and refocus on patient centricity has never been stronger. We are partnering with life sciences organizations to:

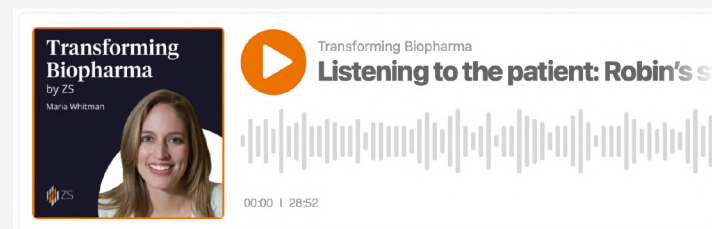
- **Evolve their business strategy.** By understanding the nuances of individual experiences and impacts of SDOH, companies can improve the patient experience and drive measurable business outcomes.
- **Help design products and services** that address unmet needs across the patient journey.
- **Integrate patient needs and known disparities** in research and development through efficient recruiting of diverse patient populations, reducing dropout rates of trial participants and inspiring more tangible, meaningful findings.

Patients as People Co-Lab

To better integrate the patient experience in our interventions and understand inequities they may face, ZS created a Patient Co-Lab in 2022. This community of patients live with various long-term health conditions and provide ongoing feedback on ZS work products and thought leadership content.

By asking their input and listening to their stories, we can better serve patients and meet their needs throughout the entire healthcare journey.

Listen to [Robin Ameny](#)—a patient member of the Co-Lab—share her journey of living with multiple myeloma.



Reinventing patient centricity

Life sciences leaders are accelerating their investments to incorporate patient centricity during drug development and delivery.

However, many struggle to define what patient centricity should mean and how to best enact it to drive positive health outcomes and business results.

In [Reinventing Patient Centricity: Bringing patient-led business models to life](#), published in 2022, ZS leaders collaborated with healthcare experts to provide a range of perspectives and experiences and answer important questions:

- Why is patient centricity critical to life sciences businesses?
- What can companies do to advance and show meaningful impact for people living with diseases?
- What is the future for patient centricity?

Measuring patient centricity

As the healthcare ecosystem continues to move toward value-based care, life sciences companies must shift from a sole ROI mindset and incorporate a measure of Patient Outcome Impact™ (POI™). When POI works in tandem with ROI, organizations can make decisions that benefit both patients and their business.

ZS developed a patient centricity index to help companies understand what it takes to become patient-centric, measure progress and create better experiences and solutions for—and with—patients.

The maturity assessment helps organizations determine where they are relative to others in the industry across areas of leadership and culture, structures and practices, data analytics and technology, and cross-industry collaboration.

These efforts can have ripple effects across the entire healthcare ecosystem—supporting the doctor-patient conversation, reducing healthcare costs and ultimately improving patient outcomes. [Read more on how we are bringing patient-led business models to life.](#)

Leadership and culture

Where patients fit in the organization’s overarching strategic development plan.



Strategic vision



Cultural mindset



Portfolio and pipeline strategy



Resourcing

Data, analytics and technology

The company’s approach to capturing acquiring and working with patient data



Knowledge management and insight sharing



Technology



Data and analytics strategy

Structure and practices

How a company structure affects patient centricity



Business Practices



Governance and decision-making



Key performance indicators



Education and development plan

Cross-industry collaboration

Identifying partners to ideate, foster, pilot and implement patient-centric initiatives



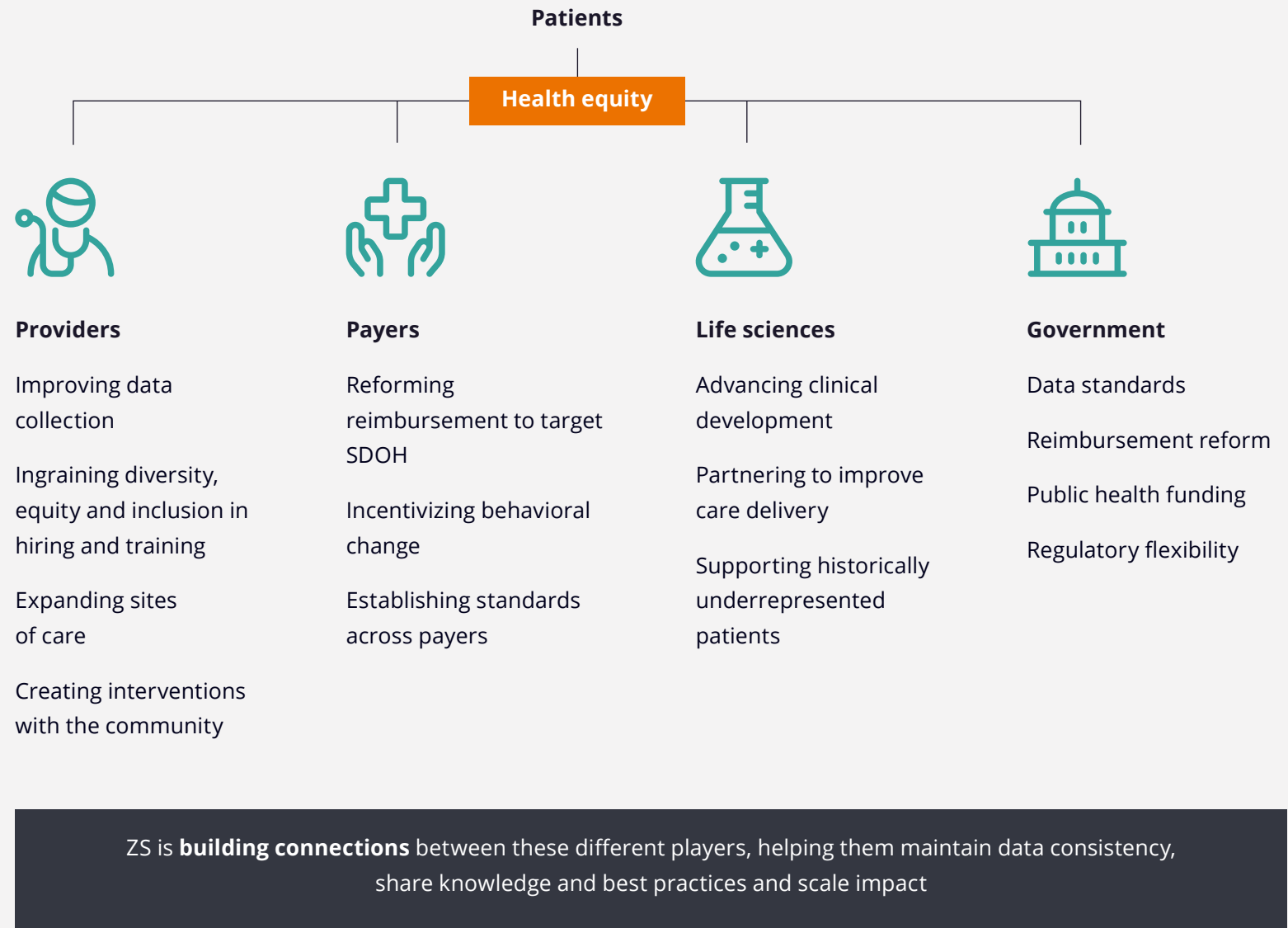
Healthcare ecosystem partnership



Regulatory road map and engagement plan

Achieving connected care

ZS serves as a connector, working to facilitate partnerships across the healthcare ecosystem to address inequities and make a positive impact on patients’ lives. In facilitating these partnerships, we aim to help each organization establish a common health equity lexicon, equity-first business processes and maturity evaluations of their equity solutions.





The future of health is connected

ZS hosted two [Impact Summits](#) in 2022 and posed this question to healthcare leaders from life sciences, medtech, health plans, providers and biotech companies:

“Technology exists to provide connected care. But are providers, health plans and life sciences companies ready to work together to provide it?”

In key notes and break-out sessions, leaders discussed their successes in leveraging data, science and technology to bring connected health to life and how each sector could work together to improve patient experiences.

Three general themes emerged from the Impact Summits:

1. The future of healthcare is here, and it’s unevenly distributed.

While AI can [help accelerate](#) clinical trials and [cell and gene therapies](#) can cure rare diseases, roughly half of the world’s population lacks access to basic healthcare.

2. [Connected healthcare](#) depends on a foundation of technology.

Capturing the right data and sharing it with the right people will help lead to more informed decisions.

3. Healthcare can benefit more people when collaboration drives the infrastructure.

This will begin by zeroing in on the problem to design solutions for real patients and [pulling in partners](#) along the way.

“Your ZIP code has more to do with your health than your genetic code. We must work together to bridge the gaps that create healthcare disparities.”

CEO, Pratap Khedkar in his opening address at the Impact Summits





ZS's Future of Health Survey

Our new [Future of Health Survey](#) reveals consumer sentiments on healthcare and reinforces what we all know: Experience and value matter.

Feedback from more than 9,500 healthcare consumers and more than 1,000 healthcare providers across the U.S., U.K., Germany, Sweden, China and Japan affirmed that disconnected and fragmented healthcare systems stop people from receiving effective care.

Despite differences in how these healthcare markets are structured, there were significant similarities—including the immediate need to reduce health disparities and improve the intersection of trust, access to healthcare and insurance. The current healthcare model is producing poor outcomes, high costs and healthcare inequities for many.

Connecting the care experience is large—too large for any one company to solve alone. To create a healthcare system that provides patients with accessible, convenient and personalized care, the healthcare sector must focus its collective energy around understanding patients' needs, establishing strategic partnerships and clearly defining outcomes.

“[The healthcare ecosystem] doesn't care about people like me.”

In five of the six countries polled for the [Future of Health Survey](#), nearly half of respondents affirmed this statement. We see this sentiment prevents a wide range of people from engaging in care, regardless of who they are, and across different races, ages, incomes and health conditions.





Data-informed health solutions

Healthcare generates 30% of the world’s data—an enormous asset pool that we must harness in meaningful ways. However, the complexities in healthcare are like no other. From designing clinical trials to ensuring patients get the right treatment at the right time, there are infinite opportunities to improve the patient experience.

Through advanced analytics, predictive modeling and AI capabilities, we strive to help our clients make data-driven informed decisions to do just that. With our clients, we:

- Reimagine the business of health and generate greater value from digital initiatives
- Leverage the power of technology and data to innovate
- Change the ways of work to accelerate progress
- Build connections across the ecosystem to shape the future of health

Risk Propensity Framework

Our Risk Propensity Framework is one data solution we have developed and specifically establishes consistent definitions of SDOH. It gives clarity to this relatively new and fragmented area of research and includes:

- More than 800 SDOH variables consolidated from public data sources and processed into an analysis-ready database
- Deep insight into the complex and nuanced influences on SDOH in healthcare access, decisions, delivery and outcomes

The framework also provides rich insight on the impact of SDOH on access, care and delivery. By combining SDOH data and predictive risk scores and applying it to custom models in our Patient Analytics Cloud, we have already started using the tool to help clients:

- Predict health outcomes in a particular community
- Quantify health inequities
- Identify barriers to care access and delivery
- Understand clusters of historically disadvantaged patient populations
- And more

With the help of this tool, we hope more companies can better infuse SDOH across their services and solutions.

ZS’ Risk Propensity Framework

14 types of risk scores across 4 social paradigms

Risks to health care access	Behavior risks	Community and social risks	Socio-economic risks
Healthcare access	Behavior and lifestyle	Family instability	Food insecurity
Coverage	Mental health	Immigrant integration	Housing
Access to transport		Racial segregation	Financial
Digital adoption		Exposure to violence	Education and awareness



Healthcare partnerships in action

Personal, preventive care begins with collaboration. We are partnering with industry leaders to build a future that is patient-centered, connected and equitable. Here are just some of our recent partnerships.

Healthcare Leadership Council (HLC)

HLC is a coalition of chief executives from all disciplines within the American healthcare system. Together, they aim to develop policies, plans and programs to ensure affordable high-quality care is accessible to all Americans.

In 2022, HLC sought ZS's expertise to better understand disparities in healthcare today. We partnered with HLC members to gain deep insight into gaps of quality of care driven by racial and ethnic variation, along with other SDOH.

We interviewed more than 30 of HLC's member organizations, including major hospital systems, national health plans and global life sciences companies.

Through workshops, ZS analysis and outside research, we developed a comprehensive report that:

- Identifies top issues in SDOH
- Dives into the benefits of collaborating across sectors and industries
- Provides steps that should be taken by each organization
- Recommends government and policy changes

The report now serves as a guide—for ZS and other healthcare ecosystem players—to better understand and address disparities in care. It has also prompted a commitment among HLC member CEOs to do their part in addressing health equity within the U.S.



Advancing Health Equity: Practical Solutions to Address Variations in Care addresses U.S.-specific disparities in the quality of care within a broader health equity context.

The Global Partnership for Zero Leprosy (GPZL)

The GPZL is a coalition with a “triple-zero” mission: no leprosy, no disability and no discrimination or stigma. They are committed to ending the infectious disease known for causing nerve damage and skin lesions.

GPZL developed two leprosy diagnostic profiles for the World Health Organization to:

- Diagnose individuals with symptoms of leprosy
- Screen exposed family and community members affected by leprosy, to catch the illness early

Now, GPZL must create a diagnostics road map and recruited ZS's expertise in 2022. A team of experts across Europe, India and the U.S. are working to provide guidance for community development and distribution of the diagnostics in local markets.

Learn more about how ZS aims to eradicate leprosy.



Patient language guidelines for AstraZeneca

Varied disabilities and social, economic and educational backgrounds can affect a patient's experience with healthcare providers. Poor communication between a patient and provider, in particular, can create obstacles to quality care and lead to preventable health disparities.

AstraZeneca is one industry leader committed to ensuring people can find, access and use information and services that help them make informed health decisions.

In a recent project, we partnered with AstraZeneca in creating patient language guidelines to help providers share complex health information with patients in an easily understood and accessible way.

The handbook and checklist provide guidelines for communicating complex topics to patients, considering varying backgrounds, levels of education, physical barriers and other cultural considerations.

[Learn more about how ZS works toward a universal healthcare language.](#)

Shrimad Rajchandra Love and Care

In 2022, ZS partnered with Shrimad Rajchandra Love and Care (SRLC), a global non-profit organization working to eradicate anemia in Valsad, Gujrat, India.

Anemia is often prevalent in low-income areas with high populations and driven by nutritional deficiencies. To drive awareness about the disease and improve diagnostics, SRLC sought ZS's help.

Over the next several months in 2023, ZS will collaborate with Shrimad Rajchandra Hospital and Research Centre—who is administering the program – to apply proven strategies, data management and analytics that:

- Increase the reach of the project, optimize resources and improve outcomes at the community-level in Valsad
- Identify new areas to further reduce incidents of anemia

Through this partnership, we aim to reduce the prevalence of patients with anemia in this region by 50% in 2023.

[Learn more about the partnership.](#)

88,000+

People so far have been screened for anemia and are starting treatment





Diversity, Equity and Inclusion (DEI) Roundtable series with healthcare leaders

Hosted by ZS, the DEI Roundtable series unites leaders from more than 10 healthcare companies to discuss DEI topics that affect global healthcare. This ongoing partnership is an opportunity for partners across the ecosystem to:

- Share learnings and best practices
- Challenge, refine and validate priorities
- Learn new approaches and perspectives to improve existing plans

- Pursue fresh ideas and innovations
- Develop relationships around a shared purpose of advancing DEI in global healthcare

The third session of the 2022 roundtable included representatives from Bristol Myers Squibb, GSK, Johnson & Johnson and more to discuss SDOH factors that can get lost in a patient's care journey, lead to inconsistent treatment and drive poor health outcomes.

Roundtable participants shared initiatives underway within their organizations and ideas for addressing SDOH in the pharmaceutical industry and beyond.

Spurring digital solutions through ZS PRIZE

ZS PRIZE is a [healthcare innovation award](#) that encourages startups, professionals and students in India to pursue ideas that can change the future of healthcare. It recognizes innovations that use data, analytics and advanced technology to help create healthcare outcomes that are accessible and affordable for all. The latest ZS PRIZE competition launched in September 2022 and [we just announced the winners in April 2023](#).

2021 inaugural ZS PRIZE winner: Stamurai

Stamurai, a speech therapy app for stuttering, was the first winner of ZS PRIZE in 2021. The app, launched by a group of friends who experienced stammering as children, were awarded Rs. 75 lakhs (or just under \$92,000) from ZS PRIZE to develop the solution further.

Over 10 million people in India have a stammer—millions of whom struggle with the emotional challenge and stigma associated with speech impairment.

Through Stamurai, people now have access to an AI-powered mobile app that provides personalized, digital speech therapy. The application is both affordable and scalable, reaching remote regions of India where therapy solutions may not be readily available.





Supporting human health beyond healthcare

Solving health disparities is not a responsibility of the healthcare industry alone. Companies in industries outside of healthcare actively work to improve one or several SDOH through their goods and services.

And since SDOH is often a stronger predictor of a person's outcomes than genetics alone, ZS is compelled to help these companies improve their access to more, and possibly underserved, consumers.

We lend our expertise to several industry verticals and help them close the health equity gap in unique ways. Our approach to improving our clients' access to customers is three fold:

Customer research and insights

Through qualitative and quantitative research, we better understand customers' journeys.

Go-to-market strategy

We help clients apply data-driven and tailored strategies to target audiences effectively.

Proprietary technology

We offer AI-enabled tech solutions to help clients solve business challenges, improve customer experiences and reach all people.

We intentionally seek partnerships with clients who directly and indirectly impact human health and address SDOH, such as:



Food security

We help animal health and nutrition providers, food manufacturers, global retailers and more to improve the accessibility of food services and feed an ever-growing global population.



Financial wellness

We work with financial services players who have pioneered affordable products to democratize access to financial wellness.



Behavior, lifestyle and mental health

From a bedding manufacturer to a wearable technology company, we help brands promote various health and wellness products and services.

7 Industries outside of healthcare that we work in to improve health outcomes

- Agribusiness and food
- Consumer goods
- Financial services
- High tech and telecommunications
- Private equity
- Retail
- Travel and transportation

“We must take a holistic approach to health equity. From food and travel to finance and fitness, so many of our clients outside of healthcare work to address social drivers of health and improve people's quality of life. We are passionate about helping them get there.”

Russell Evans (he/him)
Principal in Austin, TX (U.S.)



Helping clients reach more communities to address SDOH

Environmental drivers of health

Pine Environmental Services LLC is a market-leading provider of environmental testing equipment in the U.S. and Canada. They work to ensure air, water and soil are suitable for residents, as per government regulations and other health codes.

After the COVID-19 pandemic impeded Pine's ability to reach communities affected by poor environmental factors, Pine sought ZS's help. We assessed the market landscape and Pine's performance, created a tailored analytics tool to manage sales and operations roles and developed customer touchpoints to improve go-to-market strategies.

We scaled these new sales processes and analytic dashboards to more than 30 branches and helped improve sales reps' performance by roughly 95% in the early going. Moving forward, Pine is positioned to achieve even greater success than pre-pandemic levels and reach more populations in need.

Financial drivers of health

A full-service payment technology and processing provider helps businesses and consumers repay their loans on time and manage their debt obligations.

In recent years, the company acquired several others to fuel its growth and suit the financial needs of more consumers. However, coordination and communication between teams during the acquisitions was challenging and negatively affected sales and reach.

ZS stepped in and redesigned the company's go-to-market strategy, fueling the company's growth, team cohesion and ability to scale rapidly. Now, the company is positioned to help more consumers and businesses on the path to financial independence.

Food as a driver of health

Agriculture is critical component of food security and provides a source of income for populations around the world. Diversifying crops and increasing yield on available land directly contribute to maintaining a healthy food system that can feed billions of people. Global agriculture companies are answering the call not only by innovating in products, but also by engaging farmers in modern and sustainable agriculture practices.

Over the past decade, we have supported a leading agriculture products manufacturer with its digital transformation and go-to-market strategy to better engage with and meet changing grower needs. We've helped our client understand the needs of farmers, redesigned their engagement process with farmers, and accelerated adoption of digital tools and advanced analytics.

This partnership has had lasting impact. Together, we have empowered farmers to adopt high-yielding crops and digital farming tools to maximize their farms' output and deliver a consistent food supply to the market—that is, feeding more people facing hunger. For this and similar clients, we have influenced sustained growth and market share gains, driven by deeper penetration and engagement with growers.



Improving community health

ZSers are passionate, purpose-driven individuals who invest their time and expertise to causes they care about. Throughout 2022, ZSers volunteered, provided pro bono consulting and contributed monetary donations that ZS matches to nonprofits affecting positive, community change. Through our [ZS Cares](#) initiative, ZSers are empowered to apply their unique knowledge, skills and passions as a force for good to improve the health of communities where we live and work.

2020 and 2021 partnership with America India Foundation (AIF) during COVID-19

The recent pandemic exposed deep-rooted health inequities. Across all parts of the world, certain racial, ethnic and socioeconomic groups were disproportionately harmed and at greater risk of illness or death.

To help reduce health disparities in India—home to the majority of ZS’s workforce—we partnered with [AIF](#) to provide immediate relief to government hospitals facing a shortage of medical, oxygen and other supplies.

ZS principals firmwide raised \$350,000 for AIF. This supported the installation of oxygen plants at three locations (Rajasthan, Bihar and Andhra Pradesh) and helped an estimated more than 37,000 beneficiaries over the course of 2020 and 2021.

\$8M

Invested globally in nonprofit social impact initiatives

90,000+

Lives touched in our India Corporate Social Responsibility efforts

44

Pro bono consulting projects

~17,000

Hours spent on pro bono consulting

~2,500

ZSers engaged in ZS Cares in 2022

37,000+

Hours spent on nonprofit social impact efforts

~\$600,000

Total raised through the Donation Matching Program within the first six months

54%

Of ZSer donations were made to education, health, housing and shelter and human services nonprofits



Partnership with Jeevan Stambh Foundation to address healthcare access, an SDOH

Based in Delhi, India, [Jeevan Stambh Foundation](#) (JSF) supports the lives of people who are marginalized and economically disadvantaged. The ZS Delhi office has partnered with this organization to scale healthcare offerings and access to citizens across Delhi.

Health centers

Between 2021 and 2022, we supported JSF in developing COVID-19 support centers to help citizens get access to medicine and other support. In 2022, we helped them convert the centers to focus on other healthcare needs and better aid residents for the long term.

Today, JSF has five permanent healthcare centers and 21 health camp centers that have touched roughly 20,000 lives. We continuously organize health check-up camps at all the locations and support patients with awareness sessions of various diseases. Today, we focus on:

- 1. Health camps for women:** Regular check-ups, gynecological care, screening, testing and medication for overall well-being.
- 2. Health camps for children:** Nutritional health, immunization, detecting deficiency and provide long-term solutions.
- 3. Health camps for senior citizens:** Eye check-ups to screen cataracts, testing and diagnosis, general health ailments and medical support.

ZS Cares Day 2022

Ahead of [ZS Cares Day 2022](#)—ZS’s annual day of giving—ZSers conducted door-to-door mobilization campaigns, encouraging citizens in the village to come for health check-ups at one of the healthcare centers.

On ZS Cares Day, ZSers helped organize health camps, held awareness sessions on nutritional deficiency and on women’s health and installed bio toilets for slum areas that did not have toilet facilities. ZSers also supported local schools in the slums, distributing goods and organizing career counseling sessions for 9th through 12th graders.

“Health equity is close to our hearts... In India, we aim to create a meaningful impact through our interventions in preventive healthcare for people living in slums and remote geographies. We strive to provide them the accessibility and affordability to quality healthcare.

Giving back can have a profound impact on the individuals involved and the community as a whole. The act of volunteering and pro bono work helps to build a sense of community and empowerment and creates a positive impact for generations.”

Akshita Vyas, Ph.D (she/her)

Corporate Social Responsibility Lead in India

[Read how Akshita drives positive social change through her work and volunteering.](#)



Partnership with Working for Women to address economic stability, an SDOH

ZS is the first corporate partner of Working for Women (W4W), a 501(c)(3) organization that helps all women achieve economic independence.

W4W is a community that invests capital (dollars and skills) from businesses into nonprofits supporting women in becoming financially independent. Through the W4W model, businesses can give back better by providing financial and skills-based contributions to expand the capacity of their nonprofit partners.

As a founding partner of W4W, ZS has established four types of programming to engage employees and further impact women in society:

Pro bono consulting: ZS employees bring consulting skills to pro bono consulting projects to help W4W’s nonprofit clients achieve their strategic goals and build ongoing partnerships.

Skills-based volunteering: W4W and ZS facilitate skills-based volunteering workshops to increase participants’ skills in areas such as negotiation, public speaking and more.

Speakers and engagements: In 2022, ZS inaugurated a panel series titled “Break the Bias Around Women’s Health” for ZS employees to learn and discuss the various inequities women face during menstruation, pregnancy and menopause.

ZS Cares Day: Each year, W4W and ZS partner to lead a case competition in which ZSers spend a week solving a problem for a select nonprofit organization, resulting in creative approaches to strategic problem-solving.

→ 2 Pro bono consulting projects in 2022

→ 6 Skills-based workshops in 2022

→ 3 Key women’s health equity issues explored through panel series

100+ ZSers engaged in pro bono consulting or skill-based workshops

115+ ZS participants for each panel

2022
impact by the
numbers



6+ Nonprofit organizations directly engaged with our efforts

- Working for Women
- Chica Project
- Women Employed
- Bottomless Closet
- New Women New Yorkers
- Women’s Way

1,200+ Hours spent partnering with W4W

14 ZS offices engaged with W4W



Partnership with Cara Collective to address economic stability, an SDOH

Cara Collective is a non-profit organization on a mission to build an inclusive economy and eradicate financial and relational poverty. They develop employment pathways to advance transformative individual and community success.

Cara Collective sought the help of ZSers in Chicago, IL (U.S.), to improve participant retention in their job-training and placement program.

ZS adopted a data-driven, participant-centric approach to help Cara Collective retain and place at least 70% of the nearly 50 participant cohorts entering the program each month. The introduction of the new KPIs aims to help Cara Collective monitor and improve participant success.

Partnership with Business Council for Peace (Bpeace) to address economic stability, an SDOH

Bpeace is a global non-profit organization working to grow small and medium-size businesses, create significant employment opportunities for all and expand the economic power of women in crisis-affected communities.

In 2022, 28 ZSers engaged in our long-term partnership with Bpeace to deliver various pro bono support, including developing business profiles and facilitating three Objectives & Key Results (OKR) Learning Labs with partnering businesses. In delivering these initiatives, ZSers helped 34 small business owners in El Salvador establish their strategic objectives for 2023.

The U.S. cohort of ZSers also supported 17 minority- and women-owned businesses in Atlanta, GA, and surrounding metropolitan areas, helping them create sustainable employment opportunities in their communities through goal-setting and pro bono projects.

“You took the time to really, deeply get to know our organization, our mission, our values and our people. It reflected throughout the effort. The work you have already done has been inspiring and energizing, and we are already putting this into action.”

Joe Mutuc, chief business development officer at Cara Collective

“The Objectives & Key Results workshop [facilitated by ZS and Bpeace] was the most important to me. Planning out the quarters with measurable goals is so effective, and it makes me feel more productive.”

Kaylon Jackson, owner at Lightweight Fitness, a business supported by Bpeace



Partnerships to address SDOH: environment

In 2021, the City of San Mateo, CA (U.S.) adopted a Disposable Food Service Ware Ordinance to reduce and regulate the amount of plastic disposable foodware used across the city.

ZS helped the city to increase awareness and compliance of the new compostable foodware policy by crafting adoption strategies to reach the over 100,000 residents. We applied our strategy expertise to build a toolkit that enabled change, reached more of the population and managed risk.

With this promotional plan and materials, the city can further the ordinance's objectives of reducing waste, keeping waterways clean and safe and improving the health of the community.

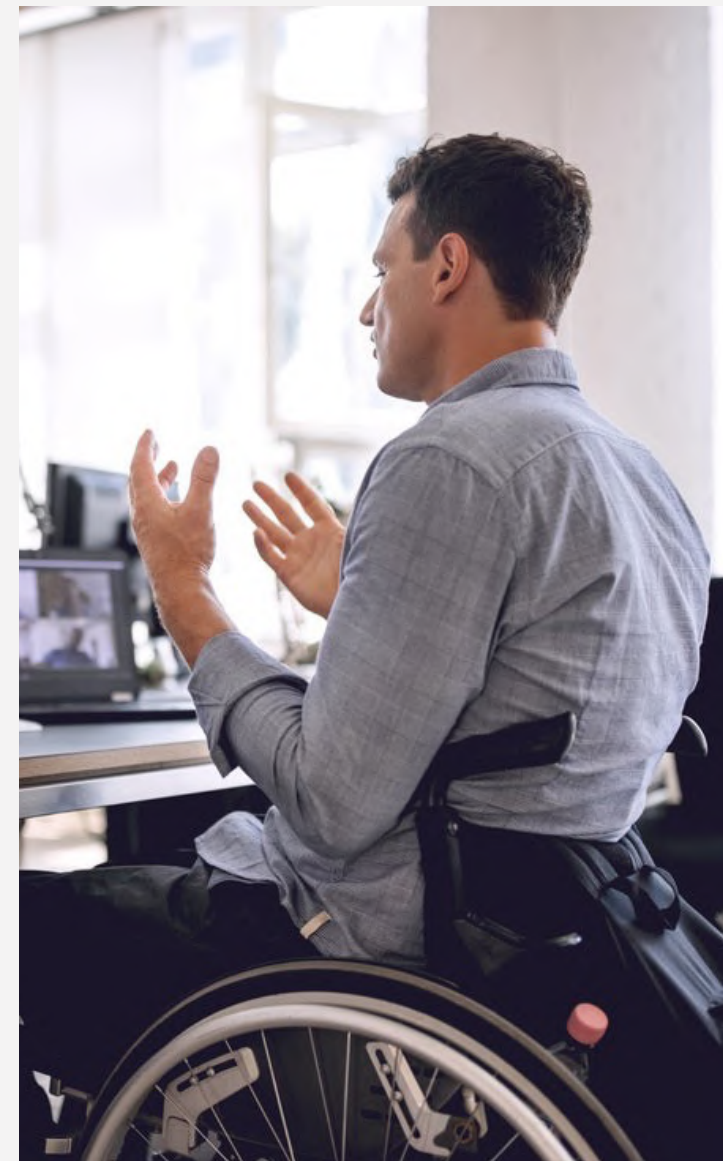
Partnerships to address SDOH: transportation

Access to public modes of transportation is often a barrier for people using wheelchairs. To improve that accessibility, Transportation Network Companies (TNCs)—such as Uber and Lyft—are incentivized to provide wheelchair-accessible rides for passengers.

However, the process for collecting data from TNCs did not capture how well TNCs met performance requirements to serve passengers with wheelchairs.

To address this need, the San Francisco Municipal Transportation Agency (SFMTA) and its sister agency, the San Francisco County Transportation Authority (SFCTA) recruited ZS's expertise and pro bono consulting services.

ZS worked with SFMTA and SFCTA to develop publicly available dashboards that display data submitted by TNCs. This data tracks wheelchair-accessible transportation—encouraging more and improved options for people with mobility issues.



Empowering our people to make an impact



When people are seen, heard, represented, understood and provided the opportunity to contribute, their health outcomes may improve.

That is why DEI is critical to organizational operations. When companies and communities diversify the minds behind their innovations, they can reach more people, reduce health disparities and solve the most complex health challenges of the day.

Expansive representation within ZS positions us to meet those challenges—and we have room to add new, more diverse perspectives and experiences in our work and to our teams.

We are thoughtfully growing our talent pipeline, so that our global team better reflects the communities and stakeholders we serve. We are evolving our offerings to motivate our top talent to stay and innovate with us. We are doing the work. And we have more to do.

At ZS, we commit to helping every ZSer bring their authentic talents and ambitions to ZS for meaningful careers, personal fulfillment and purpose-driven impact. After all, their passion changes lives and the health of our world—and it is our responsibility to feed that passion.

What we aim to achieve in the next three to five years:

- Ensure we continue to provide equitable recognition to our employees through benefits and compensation
- Increase the proportion of women candidates in India to reach representation in the market
- Attract Black, Latino and Hispanic candidates at representation levels that reflect the U.S. market
- Increase the overall diversity of principal, associate principal and manager representation
- Retain ZSers across racial and ethnic demographics



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2022 highlights

As we grow, we never lose sight of the efforts we must make to attract and retain top talent.

In 2022, we expanded recruiting strategies to better connect with innovators who have been historically excluded in technology and consulting sectors. We also invested in our application and interview processes to strengthen our bias mitigation efforts and provide fair and equitable experiences for all.

12,000+ ZSers globally

Women globally represent:

35%
Of ZSers

Racial and ethnic minorities in the U.S. represent:

50%
Of ZSers

2,000+ ZSers promoted

We have evolved our employee offerings to give ZSers development opportunities that are useful, practical and valuable.

We also take steps to ensure our employees receive equal pay for equal work. We regularly evaluate our policies so that pay and promotion are equitable.

85% Of ZSers would recommend ZS as a great place to work

We partner with internal governance groups and ZSer-led community groups for direction, guidance and activation on how to live our values. We update policies and measures that secure our culture of purpose and belonging as we move towards a successful future.

94% Of ZSers believe in ZS's core values

88% Of ZSers agree that ZS cares for the community around it

ZSers' passion for doing good is a core driver of the ZS experience. In 2022, we established a donation matching program and other nonprofit supports to generate greater, positive social impact.

Our work contributes to two U.N. Sustainable Development Goals:



Source: 2022 year-end WorkLife data for ZS permanent employees; August 2022 ZS HealthCheck Survey

Racial and ethnic minorities in the U.S. are persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic



Teams leading the way

We have carefully evolved our values-driven culture since our founding nearly 40 years ago. It is through our shared purpose and values that we deliver on our vision to transform global healthcare and beyond.

Our people are a unified team of tenacious talent spanning the world. Our goal is to create a working environment that inspires them to follow their passions, supports them in achieving their best and encourages long-lasting relationships with each other, our communities and our clients.

Our approach to making this possible is driven by three teams—Human Resources, DEI Council and People and Culture Team. Together, they set priorities, elevate our expansion and measure progress.

Human Resources (HR)

HR's contributions are often at the center of the employee experience. More than 400 HR professionals in offices around the world support ZSers in all areas of their lives and work.

Using feedback from employees—through regular engagement surveys and other channels—the HR team delivers comprehensive benefits, programs and other opportunities to help ZSers develop their careers, take care of their well-being and work in safe and secure spaces. They are the strategic force behind ZS's talent strategies and at the front line addressing our people's needs.

People and Culture Team (PACT)

This cross-functional team actively preserves and evolves our culture as we grow—particularly our shared core values. The PACT supports ZSers in getting it right, treating people right and doing the right thing, through and through. From the processes that support ZSers to the expectations that leaders set, the PACT brings our values to life and inspires functions across the firm to do the same.

DEI Council

ZS's DEI Council was created to help ZS better connect with, support and inspire future and current ZSers. Working directly with ZS's [Shareholders' Council](#) and led by COO Sandra Forero, the DEI Council sets priorities and oversees interventions that help attract, develop and energize people from various backgrounds and experiences.

Above all, they are impassioned to create an inclusive culture, inform equitable policies and ensure people from all walks of life feel like they belong at our firm.

They partner closely with the DEI Center of Expertise, a team of DEI practitioners in HR responsible for executing our DEI priorities and evaluating opportunities to advance ZS's culture of belonging through systemic and sustained impact.



Helping our people succeed

ZS is at the forefront of identifying and defining what’s next in the future of technology and healthcare. And—because we can’t stress it enough—it’s all because of our talented people. To ensure they have everything they need to succeed, we invest in resources built to satisfy and support long-term goals for smart, driven and value-focused thinkers.

Professional development

Learning is embedded in every aspect of ZS culture. We look for trailblazers who embrace new ideas with limitless curiosity and without the fear of failure. When a person has these attributes, we know they have the drive and aptitude to develop new skills and grow at ZS.

Professional development coach

No matter the career stage or level, we believe people perform better and more confidently when they have a trusted advisor on their side. That’s why we connect all ZSers with a professional development (PD) coach on their first day. PD coaches can support ZSers’ professional growth in many ways, including regular one-on-one meetings and group gatherings. [Read about one ZSer’s experience with their PD Coach.](#)

EVOLVE

ZSers can reimagine their professional goals and career path with our EVOLVE program. They can develop or improve skills within their current work environment, explore new skills or another business unit, or change the type of work they’re doing by moving into a new practice area.

New to ZS

To ensure new ZSers understand what is expected of them in their roles so that they can continue to grow, we assign them to the New to ZS program. This global initiative emphasizes cultural integration, business awareness and project readiness. With this foundational knowledge of ZS history, culture and essential skills, new ZSers have the first set of tools for long-term success.

Milestone training

Throughout every career stage, there are new competencies ZSers must develop to thrive in their roles and advance to the next level. From associate consultant to principal, we provide a Milestone training to ensure ZSers are challenged and grow. Participants learn to master professional frameworks, build trust and establish influence at every level.

2022 impact by the numbers

100%

Of ZSers have a professional development coach

2,500+

ZSers used the EVOLVE program in 2022

3,500+

People participated in New to ZS

~3,600

People participated in Milestone trainings

54

Average hours spent on learning in 2022

100%

Of eligible ZSers* receive regular performance reviews

Source: 2022 year-end WorkLife data for ZS permanent employees

*Eligible ZSers include associates, associate consultants, consultants, managers



Benefits

We are on a mission to improve health outcomes for all—including the health of our people. We are committed to offering comprehensive benefits that support the total well-being of ZSers through a generous benefits package and other supports.

With 35 offices around the world, local regulations and market norms inform benefit designs in each country.

We regularly evaluate our benefits programs to ensure we meet the evolving needs of our people.

In 2022, we specifically enhanced access to several resources for all full-time ZSers and their families. This included offerings for family support, care coordination, prescription drug allowances, flexible work arrangements, financial security and retirement preparation. These tailored mechanisms are designed to ensure our people feel safe, healthy and taken care of.

- Other standard benefits consist of:
- Health insurance
 - Employee Assistance Program (EAP) emotional health and personal support
 - Parental and sick leave benefits that align with regional standards
 - Life insurance and supplemental death benefits

“My family and my mental health are very important to me, and I wanted a career where I can prioritize those. ZS has many benefits that help me do just that.

I feel so lucky that I was able to have that amount of time [off] to focus on my family and adjust to being a mother without the added stress of work...In addition to the official flex agreement that I have from before my leave, which allows me to work four days a week,

I am also able to easily adjust my schedule as needed on a daily basis to make sure I can be there for my daughter for daycare drop-off and pickup, doctor’s appointments, sick days, etc.”

Angela Wang (she/her)
Strategy Insights & Planning Manager in
Evanston, IL (U.S.)

[Read more about Angela’s experience here.](#)

100%

Of full-time ZSers are eligible for our benefits

100%

Of full-time ZSers have access to mental health resources

100%

Of full-time ZSers are eligible for paid parental leave

Pay

We conduct annual compensation reviews to hold us accountable in delivering an equitable, inclusive workforce and are currently partnering with a third-party vendor to further evaluate our practices.

Promotion

We want our people to see themselves as leaders within the firm and have access to resources that help them grow their careers. In 2022, we found that rates of progression were equitable for men and women ZSers. We are committed to identifying and addressing barriers for the progression of groups who are underrepresented at ZS, which is why tracking leadership representation is one of our top priorities.

“I’ve been promoted twice during my time here—and the opportunities ZS has given me made that happen. Even when I was at the most junior level in the firm, I was given ownership of projects that inspired internal and external impact and I got to work with leaders in the firm to make the projects successful.

I am so grateful for the impactful and inspiring DEI work I get to do every single day in my job, and I’m just as grateful for the people I get to do it with. I know that my two promotions at ZS would not have been possible without the amazing support from ZSers along the way.”

Avery Smith (she/her)
Human Resources Specialist, DEI Center of Expertise in Evanston, IL (U.S.)

[Read about other ZS promotions in 2022.](#)

2022
impact by the
numbers



2,069
ZSers globally were
promoted

15 out of every 100 ZSers
were promoted

30%
Of ZSers globally who were
promoted represented women

15 out of every 100 ZS women
were promoted*

45%
Of ZSers who were promoted in the U.S. represented racial
or ethnic minorities

12 out of every 100 Hispanic and Latino ZSers were promoted*
7 out of every 100 Black ZSers were promoted*

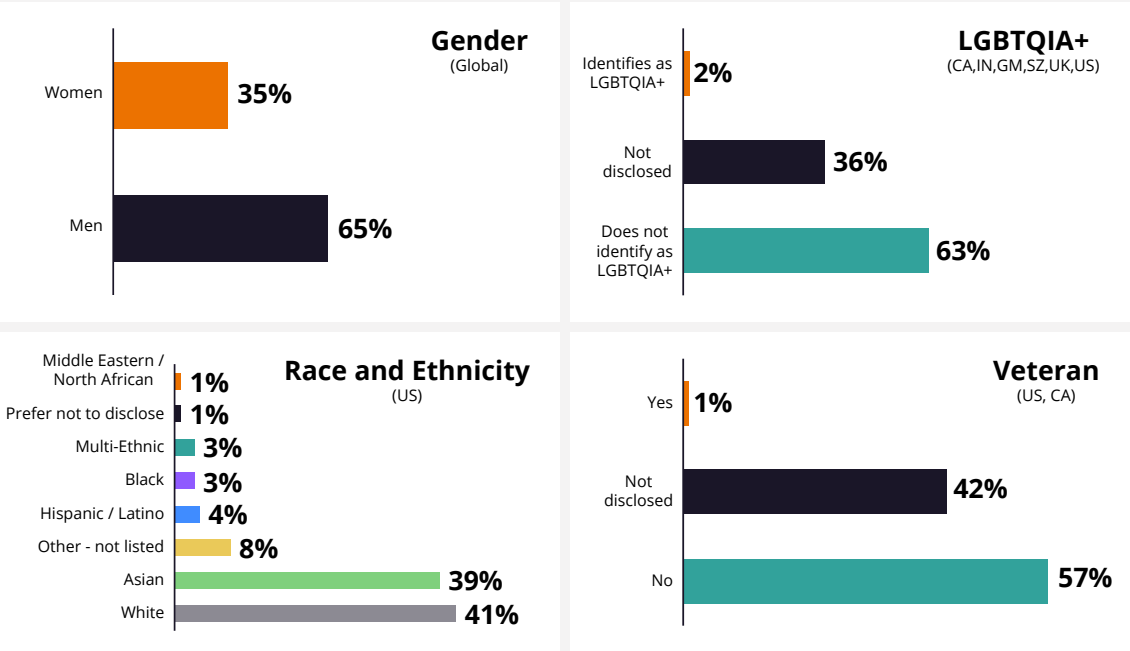
Source: 2022 year-end WorkLife data for ZS permanent employees
Racial and ethnic minorities in the U.S. are persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic.
*15% of all women ZSers globally were promoted, while 13% of all racial and ethnic minorities in the U.S. were promoted

Path to leadership

We are committed to providing all ZSers access to leadership opportunities, so they can create a future and career with ZS. As previously highlighted, we continue to invest in programs and partnerships that make the path to leadership clear and ensure development and mentorship is available throughout ZSers’ journeys.

Overall representation

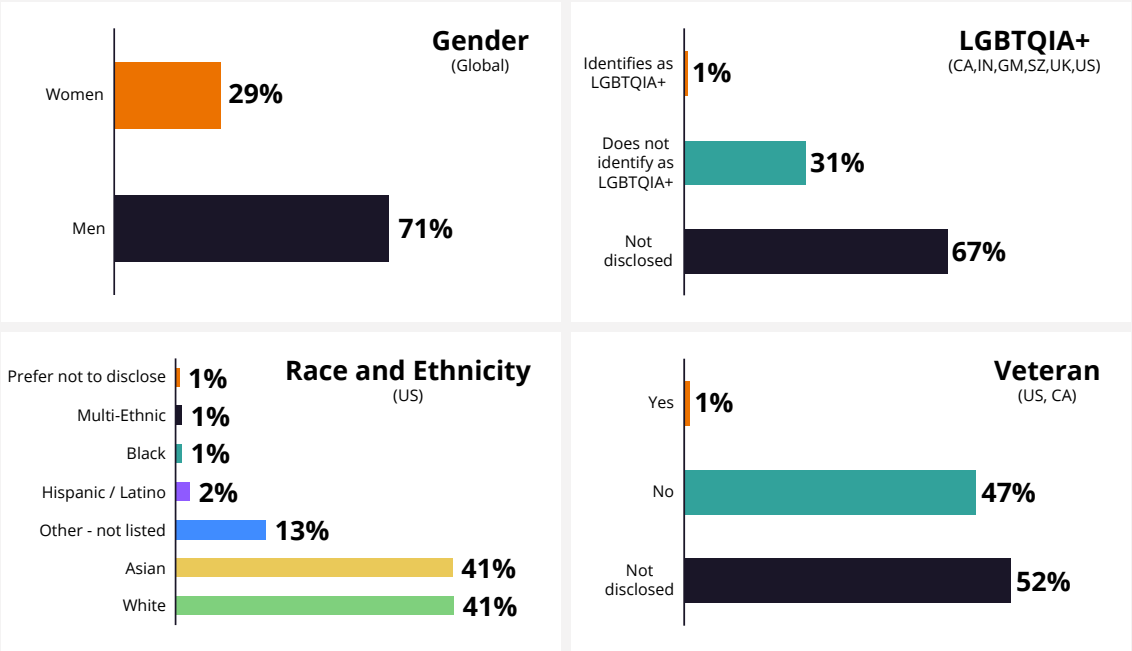
2022 ZS headcount



Currently, representation of visible and invisible diversity at the leadership level is imbalanced. That’s why one of our current priorities is to elevate women, Black, Hispanic and Latino ZSers into leadership roles. We need ZSers in these communities to see themselves represented in the highest levels of leadership and know that they, too, can grow into such roles.

Leadership representation

2022 ZS headcount of principals, associate principals and managers



Source: 2022 year-end WorkLife data for ZS permanent employees. Percentages were rounded and may not sum to 100%



Spotlight: Investing in exceptional women

Women@ZS—our first Inclusion & Diversity Group—formed and has invested in many programs to improve the experience of women and help them build successful careers at ZS. This continues to be one of ZS's chief priorities—here are two of many programs we invested in last year to make that a reality.

Path to Principal

Our representation of principals and associate principals in India is lower than in other regions. And with many of our women colleagues in India being first-generation workers, Women@ZS and the DEI Council saw a need to create a strong program to enable individual growth.

Enter Path to Principal, an equity-based leadership program that helps accelerate the growth of women in India who are tenured managers—preparing them to navigate new personal and professional milestones and accelerate into senior leadership roles.

Designing for greater engagement and equity

In 2019, ZS launched an initiative to understand what gets in the way of women's engagement and how

we should redesign the workplace to remove hidden barriers and foster inclusion.

From that, we developed an on-demand “Engagement & Equity” learning portal for all ZSers, empowering them to deploy ZS-tested solutions for cultivating greater engagement and equity—while still honoring individuals' unique needs.

The DEI Council is embedding this work across various stages of the ZSer journey. We want every person to see that a leadership position is accessible and achievable, and to know that our culture supports their growth and future.

2022 impact by the numbers

29%

Of managers and above globally were women

20%

Of managers and above in India were women

18%

Of the Shareholders' Council (board of directors) were women

30%

Of ZSers globally who were promoted represented women

Gender representation goal

50%

Women and gender expansive ZSers *

Progress in 2022

35%

Women and gender expansive ZSers

“Organizations around the globe need to be more intentional and systemic in their approach to nurturing women with leadership traits...The earlier we recognize that it is the systems that need some overhaul, the earlier we can walk the talk on attaining a truly balanced workforce—the faster we would get there.”

Apoorva Aggarwal (she/her)

Managing Principal of ZS's Delhi (India) office
Sponsor of ZS's Path to Principal program

[Read more from Apoorva's interview with CXOtoday.com.](#)



Connecting with top talent

The success of our people and firm is dependent on teams with diverse perspectives and experiences. Our recruiters intentionally seek qualified candidates from various of backgrounds.

Whether it's connecting with more women, veterans or students from Historically Black Colleges and Universities, we continuously expand our partnerships to uncover qualified—yet historically excluded—talent in the business world.

We evaluate our progress toward key targets to see what parts of our hiring process we should maintain or modify. We know that, even as we make progress, there is room for improvement.

Mitigating bias in hiring

In 2022, we worked with an advisory firm to help us ensure fairness and remove obstacles throughout our application and hiring processes. This included evaluating job descriptions, branding, application steps, interviewing and post-interview actions.

We also created ZS-specific resources that build off our existing Mitigating Unconscious Bias training (launched in 2018) to improve bias awareness. These resources help ensure hiring decisions are merit-based, objective and job-related and structured.

In 2022, these new resources included a Hiring Bill of Rights, interview guide and self-paced e-learning that equips recruiters, hiring managers and other interviewers to:

- Identify personal biases and mitigate said biases in the interview process
- Protect the interests of all candidates
- Be clear about roles and responsibilities in the hiring process
- Eliminate inconsistencies, so we have an effective hiring process that consistently identifies the most qualified talent

DEI partnerships

We expanded our relationships with professional associations, student groups and other multicultural programs to help connect us with new and passionate talent.

Key partners include: Fairygodboss, Forte Foundation, Healthcare Businesswomen's Association, Thurgood Marshall College Fund, Reaching Out MBA, Sticks & Stones, Black Young Professionals Network (EU), MBA Veterans Network and many more.

4,700 People joined ZS in 2022

Women globally represented:

37%
Of new hires

Racial and ethnic minorities in the U.S. represented:

57%
Of new hires

Source: 2022 year-end WorkLife data for ZS permanent employees

Racial and ethnic minorities in the U.S. are persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic

Gaps in hiring

Despite our investments to recruit more historically excluded talent in our industry, we did not make significant progress in 2022—specifically in attracting and hiring Black, Hispanic and Latino ZSers. We must fix this.

We are working to further educate ZSers on ways to mitigate bias in hiring while also finding new partnerships to connect with top talent in these communities, leaning into our DEI Council and community groups for guidance as needed.

We are holding ourselves accountable by tracking metrics—such as year-over-year gains (or lack thereof) in applicant, hire and headcount representation—to create measurable targets that help us reach our representation goals. We are defining those near-term targets now to give us strategic direction on how to improve hiring efforts moving forward.

Source: 2022 year-end WorkLife data for ZS permanent employees in the U.S. Percentages were rounded and may not sum to 100%

Racial and ethnic minorities in the U.S. are persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic

Hiring in 2022:

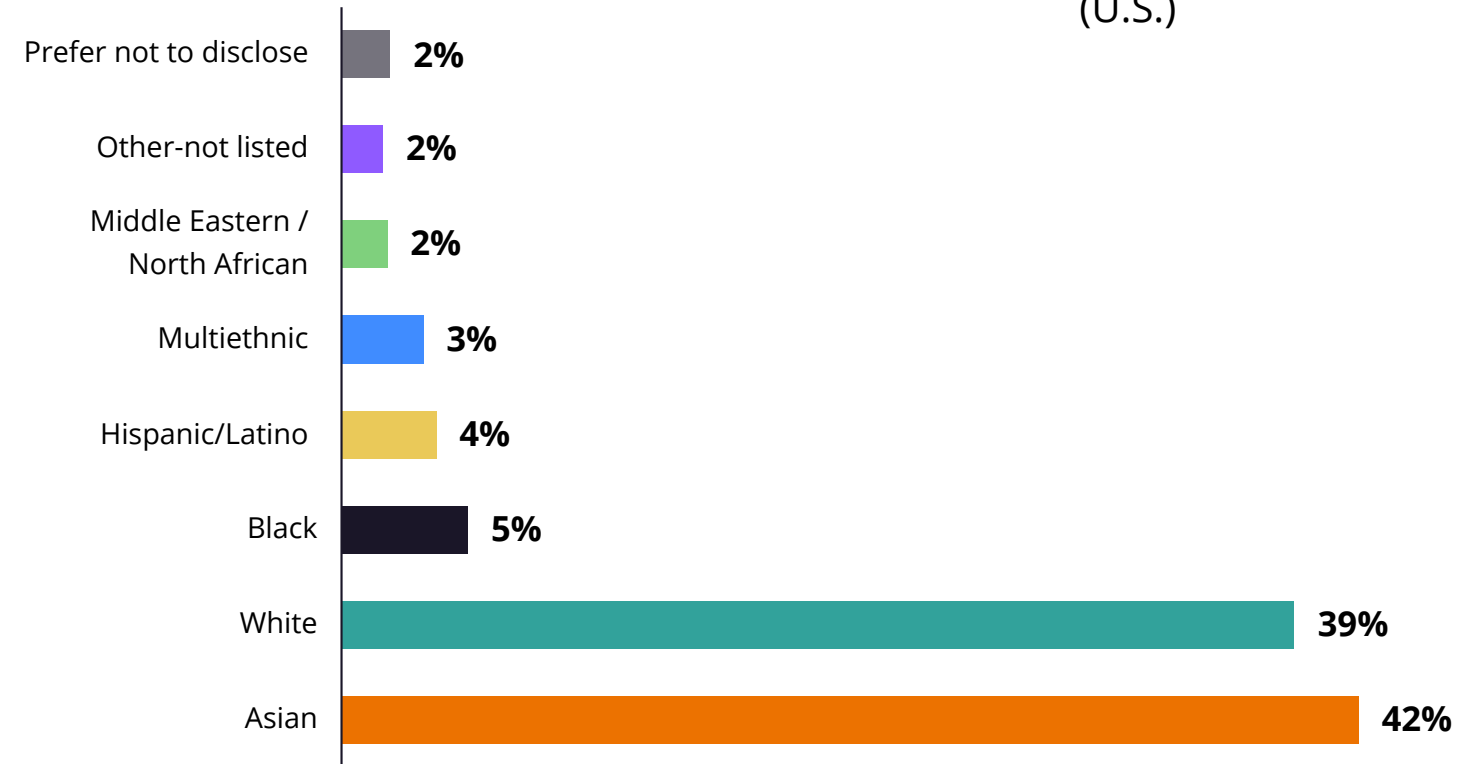
Black ZSers in the U.S. represented:

5% Of new hires (compared to 4% in 2021)

Hispanic and Latino ZSers in the U.S. represented:

4% Of new hires (compared to 4% in 2021)

2022 new joiners by race and ethnicity (U.S.)





One key partnership that we invest in to help increase representation at our firm is with Thurgood Marshall College Fund (TMCf). Through TMCf, we connect with smart, collaborative and ambitious students at Historically Black Colleges and Universities.

Students first participate in the ZS Immersion portion of **ZS SEED** in which they help a ZSer deliver on client needs. Students are then invited back the following year for a four-week paid Apprenticeship or to participate in our 10-week paid summer internship program.

They receive hands-on experience with various career paths in their field as they cycle through three roles at ZS, working with coaches and mentors along the way.



“During the Immersion program, my team leaders helped me think outside my comfort zone while continuously guiding and providing support throughout the whole process. My favorite part of life at ZS is the values and emphasis they put on people.”

Reagan Alvarez (she/her)
Alabama A&M University

[Read more about Reagan and ZS SEED.](#)

Working toward inclusion and belonging

When it comes to the needs of our people, we must talk less and listen more. Making intentional efforts to understand how ZSers feel—and deploying solutions that increase belonging and celebrate individual identities—is imperative.

Finding community

Our 10 community groups—which include seven [Inclusion & Diversity Groups](#)—play a significant role in ZS’s people and culture strategy. They are a touchpoint for ZSers to connect with others and:

- Inspire each other to bring their unique, full self to work each day
- Amplify ZSers’ voices, evoke change and feel safe and fulfilled

All of our community groups receive an annual commission budget to execute their mission and inform the processes, programs and trainings that equip people to thrive in a culture of belonging. As our community groups grow and strengthen, so too do the opportunities for all ZSers to learn valuable skills for inclusion and allyship.

Feelings of belonging

We conduct two employee engagement surveys annually to gauge ZSers’ feelings and experiences working at our firm. These surveys are key in helping us evaluate our culture and ensure we meet the needs of our people. Our goal is for each ZSer to feel a deep sense of belonging and thrive in a workplace that supports their personal and professional goals.

We’re proud to say that, in our August 2022 survey—which had a 76% participation rate and 72% overall engagement rate—ZSers ranked culture and values at the top of the ZS experience. We look to these and other items, including wellbeing, professional development and recognition, to improve the retention of our people.

2022
impact by the
numbers



94%
Of ZSers believe in
our core values

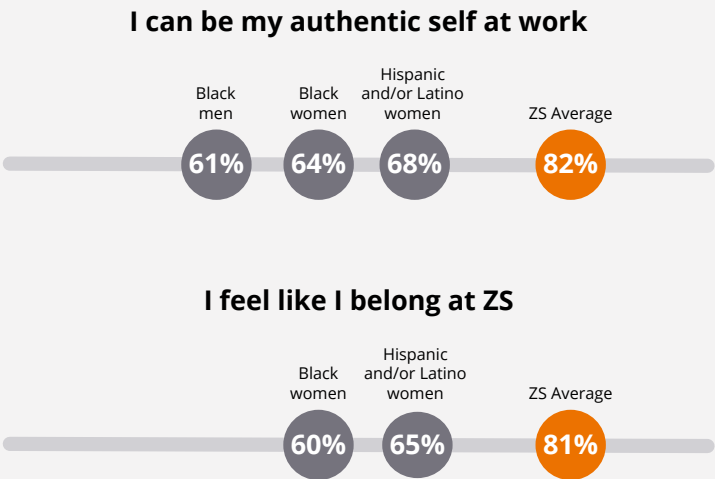
82%
Of ZSers feel they can
be their authentic
selves at work

85%
Of ZSers would
recommend ZS as a
great place to work

81%
Of ZSers feel like
they belong at ZS

Inconsistent experiences

It is our responsibility to ingrain equity and inclusion in our practices. In 2023, our DEI Council is deploying a Stay Taskforce to specifically help improve the retention of underrepresented minorities in the Americas, Canada and the United Kingdom.



Source: August 2022 HealthCheck survey

We are deploying this solution, because we see some members of our underrepresented communities feel less of a sense of belonging. According to our August 2022 engagement survey, fewer **women of color** and **Black men** feel like they belong or can be their authentic selves compared to ZS averages.

The Stay Taskforce will involve interviewing all Black and Hispanic or Latino ZSers, leaning into our community

groups for guidance, deploying learnings from the Women@ZS engagement and equity work and designing solutions that align with their experiences, motivations and needs.

Our hope is, through this intervention and other inclusion and belonging efforts, we will improve feelings of belonging of this vital talent in our firm.

“My teenaged kids tell me this often: ‘Do whatever you can to take care of your employees. Help them address the challenges thrown their way.’

Being chief human resources officer at ZS for the past two years has been a humbling experience, to say the least. We have done so much to take care of our people—but much work is to be done, especially for our underrepresented talent. We must take better care of them.

Concrete, tangible and deliberate change requires leadership alignment of our beliefs, values, intentions, promises and actions. ZS is aligned to improve the experience and sense of belonging for our Black, Hispanic and/or Latino talent—now it is time to act on it.”

Thiagi Suryanarayanan (he/him)
Chief Human Resources Officer in Raleigh-Durham, North Carolina (U.S.)



Inclusion and Diversity Groups

Innovation thrives, aspirations flourish and partnerships become bonds when our workplace makes space for collaborative individuality. Our [Inclusion and Diversity Groups](#) are a subset of community groups that help give a voice to underrepresented ZSers across our firm.

Accessibility @ ZS



“I am a Ph.D working at a consulting firm, but I’m also queer and dyslexic. All my identities contribute to my unique perspective and enhance my work.

Accessibility@ZS has been key to having important conversations about disability and neurodiversity, providing a platform for sharing ideas and resources and encouraging me to bring my authentic self to work.”

Jeff Antsen (he/him)

Associate Consultant in Philadelphia, PA (U.S.)

Asian @ ZS



“I joined Asian@ZS to find community, raise awareness and share cultural experiences with others. I’m grateful for the connections I’ve made around the world and the

encouragement I’ve received to step outside my comfort zone and take on leadership roles I wouldn’t have before.”

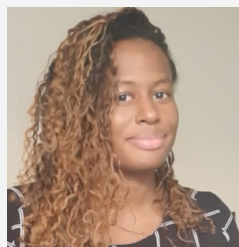
Kate Louie (she/her)

Senior Administrative Assistant in Los Angeles, CA (U.S.)

For more about Asian@ZS, read how [Asian@ZS breaks the silence and celebrates their culture.](#)



Black & Hispanic Alliance @ ZS



“I felt instantly connected to the Black and Hispanic Alliance when I joined ZS. Bringing awareness, enhancing diversity and creating open spaces aligns

with what I care about. I’m from the Caribbean, and we have a unique culture that I share with the group. I’m exposed to new opportunities, supportive people and interesting ideas. It feels like a second family at ZS.”

Khadjha Constantine (she/her)
Manager in D’Abadie (Trinidad & Tobago)

For more about the Black and Hispanic Alliance, read how [ZSers empower change and celebrate Black History Month.](#)

Jewish @ ZS



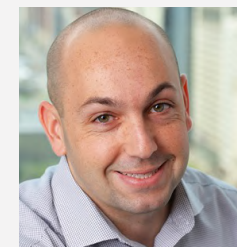
“I’m most proud that the ZSers involved in this group are from many offices, functions and roles across the organization. Through Jewish@ZS, I meet other ZSers with shared

experiences and traditions. It also provides me with a support system and an opportunity to learn from others’ experiences.”

Jamie Jason (he/him)
Associate in New York, NY (U.S.)

For more about Jewish@ZS, read how [ZS raises cultural awareness with Jewish@ZS.](#)

Veterans @ ZS



“This group has been an integral part of my ZS experience. Connecting with other veterans helped ease my own transition from the military and now I get

to support others making that transition. I’ve watched this community grow significantly since 2015 and I’m proud of our progress.”

Rob Bove (he/him)
Manager in Princeton, NJ (U.S.)

For more about Veterans@ZS, read how we are [Drawing on the value of veterans at ZS.](#)



Pride @ ZS



“I saw the challenges the LGBTQIA+ community faces through the eyes of one my close friends who was treated unfairly after he revealed his gender identity. It motivated

me to be part of the movement, bring awareness, address bias and embrace LGBTQIA+ ZSers. In just three years, Pride@ZS in India has grown from 10 to 60 members, a testimony of the support and compassion for this community.”

Rishu Batra (he/him)

Associate Principal in New Delhi (India)

For more about Pride@ZS, read how we are [Building community through Pride@ZS.](#)

Women @ ZS



“Women@ZS runs programs that empower women at every stage of their career journey—whether they are new joiners launching connections or leaders seeking targeted

developmental programs. I’ve personally felt the support of our community as I’ve navigated individual life choices over my 11-year journey at ZS. I have found that Women@ZS leaders are readily available to coach and mentor through any moments of challenge.”

Lauren Fryc (she/her)

Senior Program Manager in Boston, MA (U.S.)

For more about Women@ZS, [read how we #BreakTheBias for International Women’s Day.](#)

“Listen to your people. Constantly. Share what you are doing, and listen some more. You may not be able to respond to everything you hear or give a good answer to a good question—that’s the real uncomfortable conversation—but listen anyway. Internal engagement surveys and exit interviews are rich with what people want.

ERGs (we call them IDGs at ZS and we have some great ones who push for the best) are ripe with expectations and innovation. Prioritize knowing what THEY say and are experiencing. Acknowledge it. Be honest if you cannot do something (yet) or if you don’t feel comfortable or knowledgeable, and use that to have a conversation on what is possible.”

Sabrina Matthews (she/they)

Director, Global Inclusion and Diversity in
Evanston, IL (U.S.)

[Read more from Sabrina in Fairygodboss.](#)



Other community groups

When people with common passions and community goals gather, it sparks belonging, advocacy and positive change. ZS encourages and sponsors our people to establish and join groups that advance our culture and help them connect with other ZSers with similar experiences. Here are two groups sponsored by the PACT.

Healthy Minds @ ZS



“ZS’s approach to employee mental health is refreshing. I came from a surgical career and have worked with a military charity. I know the impact mental health can have

in the workplace, especially if it is not prioritized. I’m proud to be part of HealthyMindZS and raise awareness, break the stigma and have a positive impact on mental health.”

Tom Clynes (he/him)
Manager in London (U.K.)

For more about Healthy Minds, read how we are [supporting the mental health of our people.](#)

Life & Family @ ZS



“During Covid, we lost informal networks and easy, in-person touchpoints to connect with people. Life&Family@ZS offers support, so people don’t feel

isolated at work during significant life events. When we make space for people to bring their whole selves to work, we can hold onto talented people regardless of life situations.”

Sarah Jegasothy (she/her)
Principal in Singapore

[Read how one ZSer thrives as a working professional and a mother at ZS.](#)



In 2016, a group of passionate and purpose-driven ZSers founded ZS Cares. What started as a small, office-level effort is now our global commitment to making community impact.

Because of ZS Cares, we bond over the causes we care about, give back through volunteering, pro bono consulting and donation matching, and apply our skills and knowledge in unique ways. We are scaling ZSers’ impact further and empowering them to find new ways to improve the health of their communities.

Every year, there is one special day in which thousands of ZSers across the world come together to make a positive impact in their communities. In 2022, ZS set out to scale our volunteer efforts and expand in areas with the greatest impact on improving community health. Several of our initiatives targeted SDOH.

In 2022:

~2,500

ZSers engaged in ZS Cares efforts

88%

Of ZSers agree that ZS cares for the community around it*

~17,000

Hours volunteered across our local communities

~17,000

Hours spent on pro bono consulting overall



“Do the Right Thing’ isn’t just a value ZS puts on a slide or website that guides our day-to-day professional interactions with our colleagues and clients. I believe that those of

us who have the means and ability to help our communities are obligated to do so. Being a part of ZS Cares allows me to live my professional and personal values through my work at ZS, and do so in a truly meaningful way.”

Mina Labib (he/him)
Consultant in Toronto (CA)

Source: ZS Cares participation is derived from number of hours billed by ZSers throughout calendar year 2022.

*2022 August HealthCheck survey



ZS Donation Match

In 2022, we launched our global Donation Match Program. It matches ZSers' monetary donations dollar-for-dollar and volunteer time, up to an annual maximum—allowing ZSers to double their impact to causes that matter.

~\$600,000

Total raised through the Donation Matching Program within the first six months (includes employee donations and ZS matches)

\$2,000

Total amount that each ZSer can match up to annually through monetary donations or volunteer time (includes local equivalents)

530

Causes that ZSers supported in the first six months of the program

54%

Of donations were made to education, health, housing and shelter and human services nonprofits

Nonprofit Board Service Playbook

Serving on the board of a nonprofit is a valuable way for ZSers to advance their skills and knowledge while uncovering challenges and embracing opportunities to support their communities.

We created a Nonprofit Board Service Playbook to help ZSers interested in serving on a nonprofit board or who already serve and want additional support. The Playbook provides clarity and insights into nonprofit board service and equips ZSers to engage in ways that bring the highest and best value to the organizations they serve.

“ZS Cares is a classic ZS story of our people using their passions and interests to drive impact. It all started in 2016 when a handful of ZSers raised their hands and said, ‘I want to lend my knowledge and skills to help nonprofits. I want to give back to causes I care about.’ In a blink of an eye, that germ of an idea transformed into our global ZS Cares program that now encompasses all offices around the world.

I always wanted ZS Cares to be a group that makes a real difference in our communities; that actually gets our hands dirty and does the work. Serving as the principal sponsor of ZS Cares for seven years now, I can confidently say we have succeeded. I look forward to helping the team measure progress, expand on our success and scale impact in new ways.”

Jason Brown (he/him)

Principal in Boston, MA (U.S.) Principal Sponsor of ZS Cares and member of the ESG Steering Committee



Designing the road map for a better ZS

We are on a journey of reflection and action. And we know we will make progress on this journey when ZSers see themselves represented, experience fair opportunities for progression, feel like they belong and know the visible and invisible elements of their identities matter.

But we aren't there yet. There are known gaps across diversity, equity and inclusion, and the road map we

have developed to address those gaps must inspire impact and require accountability.

We are currently developing goals to track progress across our DEI commitments. We will set iterative targets (representative, behavioral and tactical) that are grounded in data, support yearly progress, increase accountability and ultimately help clarify how and when we will achieve them.

Where do we hope this road map will lead us? To a global team that is significantly more diverse than we are today. To a team that better reflects the stakeholders we serve and communities where we live. And to a team that feels a deeper, ingrained commitment to DEI and actively pursues opportunities to drive belonging.



“We have made progress and mapped a clear path forward in our journey. But we also have a lot of work to do, and it is work our global team embraces together. We are stumbling together, learning together, evolving together and making incremental steps to advance DEI together.

I’m confident our ongoing journey will lead us to even richer collaboration, individual growth and well-being, greater client impact and a world where we can transform healthcare and beyond.”

Sandra Forero (she/her)
COO and DEI Council Chair in
Princeton, NJ (U.S.)



Operating sustainably and responsibly

Improving health outcomes for all is a responsibility we don't take lightly. A commitment to improve human health is a commitment to ethical and sustainable practices that put people first. For ZS, those people are our employees, clients, suppliers and communities.

As we innovate and work to improve the health and well-being of individuals and entire populations, we must monitor our firm's imprint on the world and ensure our operations positively affect the planet's health, our clients' trust and our people's passions. Deploying these practices strengthens our firm's success and ability to deliver value for stakeholders.

To do that, we lead with ethics and integrity and we expect everyone who works with us to do the same. As with everything else, we center our approach to environmental sustainability, information security, data privacy, and ethics and transparency around our core values: get it right, do the right thing and treat people right. They have guided us in the right direction before and will continue to do so as we grow and evolve our operations.

What we hope to achieve in the next few years:

- In 2024, we will require targeted suppliers to sign our [Supplier Code of Conduct](#) and integrate it into key contracts

- By 2025, we will set a science-based, net-zero emissions target
- By 2030, we will reduce* our absolute scope 1 and 2 greenhouse gas (GHG) emissions by 46%, compared to our 2019 baseline
- By 2030, we will reduce* our scope 3 GHG emissions per FTE by 55%, compared to our 2019 baseline
- By 2030, we will use 100% renewable energy across all ZS offices
- Engage with key suppliers in emission reduction strategies



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*Targets are subject to change based on feedback from the SBTi

2022 highlights

In 2022, we established a core ESG team which includes experts responsible for formalizing our climate reduction efforts.

Under their leadership, we submitted a near-term science-based target with the [SBTi](#) that aligns with the Paris Agreement of keeping global warming below 1.5°C. We are currently awaiting approval of this target.



While our employee base grew 94% from 2019 (our baseline year) to 2022, we reduced our scope 1 and 2 emissions and saw a meaningful decrease in our scope 3 emissions.

2030 target*:	Progress in 2022:
46% Absolute reduction in scope 1 and 2 emissions (compared to 2019 baseline)	29% Absolute reduction in scope 1 and 2 emissions (compared to 2019 baseline)
55% Reduction in scope 3 emissions per FTE (compared to 2019 baseline)	49% Reduction in scope 3 emissions per FTE (compared to 2019 baseline)

28
Offices [certificated](#) with ISO 27001, 27701, and 27017

100%
Of ZSers are required to complete cybersecurity training

Last year, we hired our first chief information security officer, André Elder, to oversee our information security strategy, security infrastructure, governance, risk management, and compliance. We also continue to embed compliance and risk into our culture while ensuring our systems abide by global standards.



ZS received a C rating in the 2022 CDP Climate Disclosure, indicating we are knowledgeable about the impact ZS has on climate change. We are using this score to inform our strategy, define our commitments and guide us in taking systemic action on climate issues. We expect to improve this score in coming years.



ZS received a Bronze EcoVadis rating on our environmental, labor and human rights, ethics and sustainable procurement impacts. As with CDP, we are using this tool to inform our strategy and disclose targets and progress across material issues. We have defined a near- and far-term blueprint to improve this rating.

Our work contributes to four U.N. Sustainable Development Goals



*Targets are subject to change based on feedback from the SBTi



Teams leading the way

Improving health outcomes requires passion, innovation, cross-industry partnerships and integrity—something we go above and beyond to practice. We know:

- Earning the trust of our stakeholders is how we treat people right
- Upholding the highest professional standards is how we get it right
- Operating in a sustainable and responsible way is how we do the right thing

Several teams across the firm hold us accountable in bringing this to life.

Legal and Risk Management team

This team of lawyers and legal professionals around the world protect our firm from legal and reputational risks. They support ZS's entry into contractual agreements, ensure compliance with client services agreements, support vendor and employment contracts and more. They are at the forefront of identifying and mitigating situations that put our firm, people and clients at risk.

Information Security team

Our information security team enforces strong data security practices that protect ZS against cyberattacks, data breaches and misuse. Under the leadership of our chief information officer and new chief information security officer, ZS is equipped to better enact a corporate information security strategy and security infrastructure, governance, risk management and compliance.

Several teams within information security, including Governance, Risk and Compliance (GRC) and the Information Security Working Group (ISWG) will play a role in this process. GRC helps shape the future of the ZS's internal risk management, compliance and internal audit best practices. They identify and address risks while ensuring our processes meet legal and regulatory requirements.

They are committed to establishing a risk-aware and compliant culture by helping ZSers embed risk consciousness into all their business decision-making.

Meanwhile, ISWG consists of representatives from ZS's technology offerings. They review existing and emerging threats and risks related to information security, privacy and compliance and identify practices and processes to mitigate said concerns.

ESG Steering Committee and ESG Core Team

Our emissions work started as a grassroots movement by people with a passion for environmental sustainability. Now, those efforts are part of a formal strategy driven by emissions experts within [ZS's Steering Committee and ESG Core Team](#) who follow the [Greenhouse Gas Protocol](#). They measure, manage and report our emissions while setting goals that will enable ZS to become a leader in sustainable climate solutions.

ZS Cares

Our drive for greater environmental sustainability is driven by ZSer passion. Over the past several years, a subset of our [ZS Cares](#) team have implemented eco-friendly practices within their offices. As ZS puts strategic direction around its climate impact strategy, local hands-on efforts will continue to play a critical role in reducing our emissions.



Reducing our climate impact

ZS is committed to making sustainable, genuine change that reduces our firm's impact on the environment and still supports our business and people growth.

We have taken conscientious steps to get our approach right and are positioned to enact a formal strategy that has defined science-based targets, an updated supplier management model, road map to invest in more renewable energy and supports to help our people make green decisions wherever possible.

In 2022, we submitted a near-term science-based target with the [SBTi](#) for approval. This target is aligned with the most ambitious goal of the Paris Agreement: to keep global warming below 1.5°C.

Our submitted near-term targets*:

2030 target:

46%

Absolute reduction in scope 1 and 2 GHG emissions, compared to our 2019 baseline

55%

Reduction in scope 3 emissions per FTE, compared to our 2019 baseline

“There are so many intricate links between human health and planet health. One of ZS’s goals is to further improve how we measure our climate impact, share these measurements for transparency and work to reduce our carbon footprint. Eventually, we’d like to help our clients meet their environmental goals as well.”

Jennifer Gold, ESG lead in London (U.K.)

*Targets are subject to change based on feedback from SBTi



2019

Set our baseline

Scope 1 and 2 emissions

Direct emissions, such as office heat, cooling and power

Absolute scope 1 and 2 emissions

4,137
tCO2e

Scope 3 emissions

Indirect emissions, such as business travel and employee commuting

Scope 3 emissions per FTE

8.50
tCO2e

2022

Submitted a 2030 science-based target and achieved measurable reductions across all scopes in 2022 (compared to our 2019 baseline)

Absolute scope 1 and 2 emissions

2,955
tCO2e

29%

Absolute reduction in scope 1 and 2 emissions in 2022, compared to 2019 baseline

Scope 3 emissions per FTE

4.35
tCO2e

49%

Reduction in scope 3 in 2022 per FTE, compared to 2019 baseline

2025

Get approval on our overall net-zero target

We need to get this right.

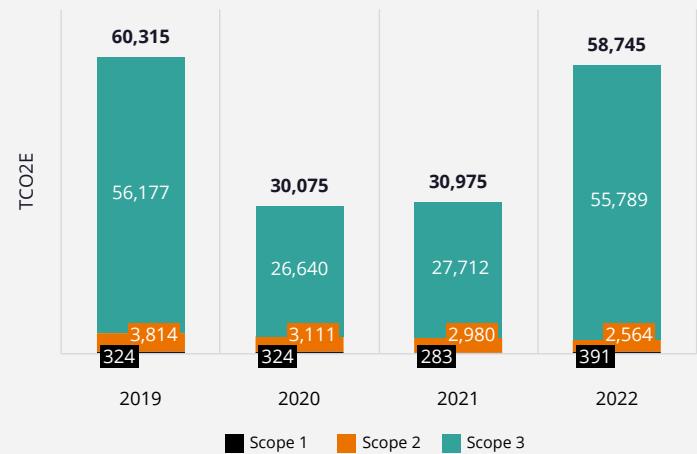
We are taking meaningful steps to reduce our emissions, considering our travel-intensive business model, headcount growth rate and supplier management model. Currently, we are conducting scenario analyses to assess our carbon removal projects and value chain abatement.

Measuring our 2022 carbon footprint

Our 2019-2022 GHG emissions have been calculated by an independent third party to align with the [Greenhouse Gas Protocol](#). This ensures we have the most accurate calculation available to implement our climate strategy and make long-term, positive changes to our GHG emissions profile.

Total ZS GHG Emissions By Scope

Data in metric tonnes of carbon dioxide equivalent (tCO2e)



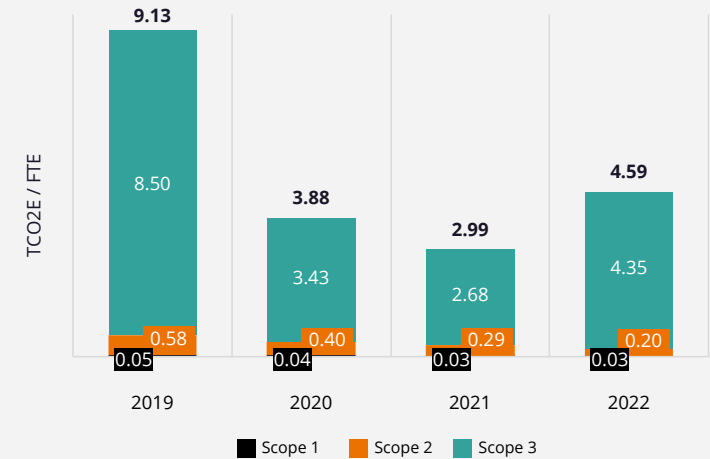
Absolute emissions may not add up due to rounding.

Even though we grew our employee base by 94% from 2019 to 2022, we still reduced our scope 1, 2 and 3 emissions. Last year, our absolute scope 1 and 2 emissions decreased by 29% (1,182 tCO2e) relative to our 2019 base year—a decrease that was driven by switching our largest ZS office to 100% renewable energy and purchasing Renewable Energy Certificates (RECs).

Our scope 3 emissions in 2022 decreased by 49% per FTE relative to our 2019 base year. While we saw a

ZS GHG Emissions By Scope Per FTE

Data in metric tonnes of carbon dioxide equivalent (tCO2e)



31% increase in emissions from purchased goods and services driven by bigger spend in market research, professional fees and software licenses—we saw yet another decrease in emissions from business travel and employee commuting emissions. Like previous years, this reduction is due to business-related changes and working conditions driven by the COVID-19 pandemic.



Scope 1 emissions

Direct emissions from ZS’s owned and controlled assets and operations. This includes the generation of electricity in offices and any leaked refrigerant from refrigerators and air conditioners.



Scope 2 emissions

Indirect emissions associated with ZS’s purchase of electricity, steam, heating and cooling.



Scope 3 emissions

Indirect emissions that come from other sources in ZS’s value chain. This includes business travel, employee commuting and purchased goods and services.

Efforts to reduce scope 1 and 2 emissions

To reduce our scope 1 and 2 emissions 46% by 2030, we commit to achieve the following:

100%

Renewable energy by 2030

100%

Refrigerant phaseout by 2040

100%

Building electrification by 2040

Continue to support green energy development through Energy Attribute Certificates (EACs) and increasing our own production of renewable energy.

Waste and water reduction

Given the nature of our operations, our water consumption is limited to kitchens and washrooms. Therefore, we do not measure nor have targets in place to reduce our water usage. We do understand that availability of water and sanitation is a global priority and continue to explore ways to educate ZSers about

water conservation efforts. We also do not measure waste consumption currently, though our local offices eliminate waste and divert waste from landfills through local recycling and composting initiatives.

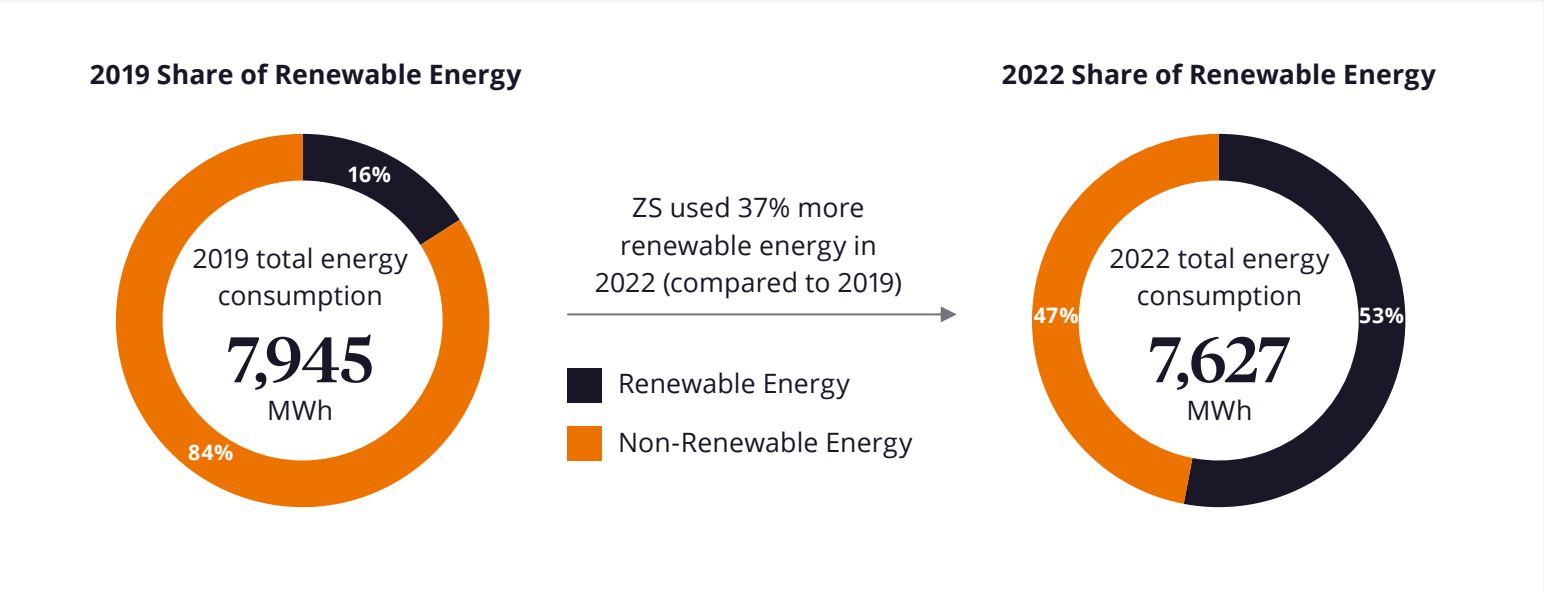
Investing in renewable energy

In 2022, we switched our largest ZS office in terms of square footage and employee headcount to 100% renewable energy. Our Pune (India) site joined four of our other largest offices in this feat: two in the U.S. (Evanston and New York) and two in Europe (Frankfurt and London).

Additionally, we purchased RECs through Schneider Electric’s Energize Program to support the production of renewable energy sources over the long term. This REC purchase contributed to our reduction in 2022 scope 1 and 2 emissions.

Sustainable building operations

Currently, all ZS offices in the U.S. are in LEED certified or Energy Star-certified buildings. As part of our commitment to 100% renewable energy by 2030, we are working to ensure all offices operate in these types of buildings. We continue to upgrade electrical systems and invest in renewable energy globally.





Efforts to reduce scope 3 emissions

In 2022, our scope 3 emissions were 4.35 tCO₂e per FTE—a 49% reduction from our 2019 baseline—and accounted for 93% of ZS’s total emissions. Efforts to further reduce scope 3 emissions will be largely driven by supplier responsibility, business travel strategy and offsetting, and engagement with ZSers as they consider commuting options to the office.

Employee commuting

ZS locations offer office-specific commuting benefits to employees and encourage the use of green transportation, such as public transportation and bike.

Our travel team is also partnering with major rideshare companies to auto-populate low-emission options for ZSers. This will encourage ZSers to choose hybrid or fully electric vehicles when traveling to an office or client site. Partners include Uber Green in the U.S. and Bolt and FREE NOW in the U.K. Additionally, we are piloting the use of electric and hybrid vehicles with ZS-preferred rental car suppliers in locations that offer taxi services to employees.

Sustainable supplier management

Our travel team is finding solutions with current suppliers to minimize ZS’s carbon footprint, including negotiating contracts with airlines to include Sustainable Aviation Fuel options. We also built BlueHalo tech into our travel booking tool to educate ZSers on the emission impact of flights booked and aid travel decisions.

We are taking new steps in 2023 to manage our supplier relationships and partner with suppliers that have low emissions profiles. This will include calculating our suppliers’ greenhouse gas emissions and engaging with them in emission reduction strategies. These requirements are defined in our [Supplier Code of Conduct](#).

Purchasing carbon offsets, as a last resort

We are carefully selecting new projects across the world—such as purchasing RECs—to offset our carbon footprint and reduce emissions globally. We will only pursue high-quality carbon credits that are validated and verified, go beyond what is required by the law to reduce or remove emissions and have adequate safeguards in place to ensure the projects have a permanent, positive impact on the environment.

We will offset our emissions as a last-resort option for unavoidable emissions, including remaining emissions from purchased goods and services, to help us achieve carbon neutrality and, ultimately, net-zero.

“Travel represents more than just a means of doing business. It’s a way for people to learn new cultures, meet face-to-face with teams or clients and push the boundaries of comfort. However, travel’s impact on the environment is undeniable. I take that seriously.

We’re consistently looking for new ways to move the travel industry into a healthier space, while maintaining the thrill of exploration and human connection. This is an industry I love, and I’m confident we’ll be able to travel responsibly in the near future.”

Suzanne Boyan (she/her)

Travel & Meetings Manager in Evanston, IL (U.S.)

[Read how ZSers unite to mitigate climate impact.](#)

Snapshot: Climate health in India

Reducing scope 1 and 2 emissions in Pune

Coal continues to power much of India’s electricity—and contribute to air pollution that may harm health outcomes. To reduce our climate impact in this heavily populated region of the world, our Pune office procured renewable energy through green tariffs from the office’s power provider in 2022.

As ZS’s largest office, Pune was responsible for up to 25% of ZS’s electricity consumption and 40% of its worldwide carbon emissions from electricity. The switch to renewable energy in the Pune office ensures an estimated annual saving of 1,170 metric tons of carbon dioxide emissions.

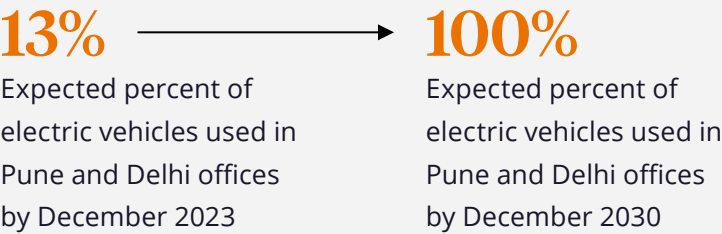
ZSers in the office also participate in a variety of environmental initiatives. Pune was the first ZS office to achieve a completely plastic-free office, they moved to more sustainable paper products and they have been planting trees to combat air pollution and improve air quality in their community. Finally, the office is piloting the use of electric vehicles with onsite charging stations to transport ZSers to and from the office.

Reducing scope 3 emissions across our India offices

To accelerate the adoption of low-emissions travel in India, our Pune office commenced an electric vehicle pilot program in January 2022. ZSers are given the option and encouraged to use electric vehicles to fulfill ad hoc travel needs, including traveling to and from the airport, between offices and more.

Since the start of the pilot, ZSers have traveled 127,130 miles with electric vehicles, curtailing 45.85 MTCO2 in the atmosphere—or the equivalent of 8.9 homes’ electricity use for one year.*

The pilot is expanding to other ZS offices in India, with the goal of offices using 100% electric vehicles by December 2030.



“With the majority of ZSers working in India, it’s imperative that we lead the front in ESG and operate our offices sustainably. Being a part of the ESG Steering Committee allows me to connect the global ESG mission to the many types of actionable activities on the ground in India while channeling the passion that people have for climate impact. While there is much to be done, I’m excited by the progress we’ve made and look forward to partnering with ZSers to transform our sustainability practices in new and profound ways.”

Rohit Bhagwat (he/him)
Principal in Pune, Maharashtra (India)

*Source: United States Environmental Protection Agency GHG equivalencies calculator



Evolving information security and data privacy

Protecting the information of our partners is a key component of doing the right thing. That is why we maintain robust protocols and employ the highest standards for our people, products, policies, processes, procedures and systems.

Information security roundtable

ZS is building a strong community to improve industry-wide cybersecurity and resilience. Data and information are vital for healthcare, health equity and positive outcomes. Collaborating with leaders in the healthcare industry on matters of information security is a new necessity.

Working closely with our customers, industry regulators and security researchers, we're bringing more consistency, transparency and structure to how we develop and maintain our technology.

We adhere to industry best practices, comply with applicable market and geographic regulations, and demonstrate compliance through accreditations.

In 2022, we hired our first chief information security officer (CISO) to lead ZS's overall corporate information security strategy, security infrastructure, governance, risk management and compliance.

With support from the Governance, Risk & Compliance team, ZS's information security and privacy strategy supports our growth and addresses the advanced risks and complex compliance needs of an evolving global business and economic.

In 2022, CISO André Elder met with fellow CISOs from several pharmaceutical companies to discuss the importance of information security in the healthcare industry. This meeting set the precedent for ongoing discussions about exceeding the cybersecurity expectations of our clients and our collective goals for the future of information security.

“One of our top priorities as a cybersecurity professional is to protect the integrity of the data that sustains and enables human life. When you start having data loss or the misuse of common and available information, you're putting a human being at risk. You're putting our companies at risk and our clients at risk.

ZS is fortunate to have the right people in place across business functions, and we're working to establish the right technologies that can automate and create this function in a more efficient manner.”

André Elder (he/him)

Chief Information Security Officer in
Princeton, NJ (U.S.)

[Read how André furthers ZS's commitment to data security.](#)



Information security

We maintain the safety, security and privacy of our assets and personal information. We ensure security excellence through:

- Ongoing and required training for ZSers
- Systems designed to meet the International Organization for Standardization (ISO) and International Electrotechnical Commission (IEC) standards
- Our Information Asset Protection Policy (IAPP), which applies to all confidential client, employee and third-party data

Reviewed annually, this IAPP describes the technical and administrative safeguards that ZS uses to protect confidential information. The policy requires that:

- Information assets are protected against unauthorized use, loss, destruction and release
- ZS systems are secure from unauthorized access
- ZS meets all applicable laws, regulations and industry standards

28 Offices certified with ISO 27001, 27701 and 27017

Data privacy

We have several policies governing the use and protection of personal information. This includes our global data retention policy, data security incident response policy, privacy policy, risk assessment policy and information asset protection policy.

These guidelines align with the National Institute of Standards and Technology (NIST) in the U.S. and other associated benchmarks, frameworks and standards.

ZS has a standard operating procedure for assessing privacy, security and business continuity risks for third-party vendors and the business continuity practices in place to adequately protect ZS and its clients' data hosted within this environment. Learn more about our privacy policy.

100% Of ZSers are required to complete cybersecurity training

Training

We commit to fostering a compliant and risk-aware culture by regularly training ZSers about new frameworks, standards and other requirements.

Our Be Safe Be Sure training which ZSers complete every year—educates our firm on annual information security, confidentiality and data protection practices.





Securing the future

Leveraging data, science and technology in our solutions is key to improving health outcomes for all—which is why we treat that data with the utmost care.

Information security is essential for the success of our business and sustainability of our partnerships. We have set in motion an information security strategy that equips enterprise teams to elevate risk management expertise as a competitive advantage.

In the next two years, we will:

- Establish a proactive and comprehensive risk management process, leveraging RSA® Archer® to eliminate inefficiencies and help enterprise teams assess risk and deploy resources more effectively
- Deploy new and ongoing training and development for risk assessment and regulation adherence
- Ensure policy and procedure compliance from all employees and direct partners
- Advance and optimize our information protection functions through automation and behavior analytics
- Increase client-facing engagements to better achieve strategic goals, enabling ZS to provide optimized services and products to clients
- Embed ZS's Application Security Governance Framework which enhances existing application development, maintenance and support services at ZS across all development teams, to bring about uniform best practices in both ZS and client environments

“I am dedicated to establishing a culture of compliance and digital trust through my work with the IT Governance, Risk and Compliance team. I strongly believe that with the right approach and understanding, organizations can embed a culture of change and easily promote digital trust with their clients.

Safeguarding data security is critical to maintaining trust and protecting the privacy of customers and stakeholders. When we combine these values with a passion for our work and a commitment to employee well-being, we create a culture that brings out the best in every individual and brings their best selves to work every day.

By aligning our efforts with the company's core values and goals, we can create a culture of excellence that drives innovation, growth and success for everyone.”

Ali Khan (he/him)

Manager of Governance, Risk, Compliance &
Audit in Pune, Maharashtra (India)



Maintaining professional integrity

We are committed to ethics and integrity, through and through, and have several existing policies in place to ensure we operate our business responsibly.

Code of conduct

ZS's Code of Conduct defines expectations for conducting business in accordance with ZS values, ethics, standards of integrity and professionalism. It provides guidance on topics including anti-corruption, data-hyphening, conflicts of interest, trade sanctions, anti-money laundering and environmental and social responsibility. It applies to our directors, officers and other colleagues and requires the company's agents, subcontractors and suppliers to comply with relevant aspects of our compliance policies.

Labor and human rights

ZS complies with all applicable employment practice laws. We do not tolerate harassment, violence or discrimination in the workplace at any time. We are an equal opportunity employer and committed to providing equal employment and advancement opportunities without regard to any class protected by applicable law as stated in our Hiring Bill of Rights and [Equal Employment Opportunity](#) policies.

ZS protects the health and safety of our workforce through other [HR-funded programs](#). We ensure ZSers have equal access to physical and mental health programs, distribute twice-annual HealthCheck surveys to measure employees' feelings of safety, support and belonging, and give ZSers access to training and development programs that can support their career learning and growth.

We have zero tolerance for threats or acts of harm or violence involving or affecting employees, contractors or customers in the course of their employment or business relationship with ZS or which occur on property owned or controlled by ZS. We expect all suppliers to comply with the [UK Modern Slavery Act](#) Statement. Should we suspect a violation of any kind, we will act immediately and address accordingly.

[Achieving ISO 45001 and 45003](#)

We take employee safety seriously and are committed to reducing workplace risks and poor working conditions of any kind. As part of that commitment, we conduct periodic physical and environmental security reviews across our offices.

Last year, we sought ISO 45001 (Occupational Health and Safety Management Systems) and ISO 45003 (Psychological Health And Safety At Work) for our India offices. After a rigorous audit process, we achieved both certifications in January 2023, making ZS the first organization in the India subcontinent to earn the certifications.

ISO 45001 and 45003 emphasize the business imperative for promoting and protecting physical and psychological health in the workplace—a priority for us as we work to create a culture of belonging and safety at ZS.



Ethics and compliance

Our Risk, Compliance and Professionalism Committee escalates discussions of risk and recommended actions to the Shareholders' Council to help ZS operate with the highest standards of ethics and legal compliance.

We condemn any act of corruption. Our Anti-Bribery and Anti-Corruption (ABAC) policy applies to every ZSer and provides guidance on anti-corruption and bribery, personal investments, gambling and insider trading.

Any breach of these policies or standards carries serious consequences and is subject to comprehensive investigation and subsequent appropriate action.

Whistleblower

We encourage ZSers to report any ethical issue or misconduct in the workplace. Our Whistleblower Policy insures that retaliation for raising a concern, seeking advice or reporting misconduct is strictly prohibited.

To complement this policy, we launched a Speaking Up email inbox in 2022. This gives ZSers a direct line to confidentially report workplace concerns to our

Employee Relations team, knowing that it will be thoroughly investigated and handled with care.

Maintaining ethical relationships with suppliers

Our standard supplier agreement requires suppliers to comply with applicable laws and ZS policies, including the Modern Slavery Act of 2015 and any other applicable anti-slavery and human trafficking laws. Learn more about ZS's [UK Modern Slavery Act Statement](#).

We examine supplier relationships and partner with suppliers who share our values and commitments to sustainable environmental practices, diversity, equity and inclusion, transparency, health equity and data security and privacy.

We are setting goals for ourselves and partners and being transparent about our plans—holding ourselves and our vendors accountable for making meaningful change and sustainable practices. Included in those goals are existing and soon-to-be published policies to guide relationships and processes that do not harm the planet or people.

“As we establish programs and policies in ZS, we focus on ZS values to lead the way – get it right, do it right, treat people right. This means that at ZS, we focus on the spirit and intent of a compliance program.

ZS's values-based culture provides a foundation for responsible decision-making, helps us mitigate risk, builds trust with our clients and partners and demonstrates a commitment to ethical business practices.”

Sarah Schwartz (she/her)
General Counsel and Chief Risk Officer in
Chicago, Illinois (U.S.)

About this report

ZS's 2022 ESG report details our progress, performance and commitments across ZS's ESG priorities. Information in this report reflects ZS's global operations during calendar year 2022 (Jan. 1–Dec. 31, 2022), unless otherwise noted.

We structured the report around our three ESG goals –advance health equity, empower our people to make an impact and operate sustainably and responsibly. We track progress across these goals by referencing the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and U.N. Sustainable Development Goals.

Forward-looking statement

The information and opinions contained in this report focus on events from the 2022 calendar year and are subject to change without notice. This report includes forward-looking statements and all statements other than statements of historical or current facts, including statements regarding ZS's plans, initiatives, expectations, forecasts, projections, goals, commitments, or prospects are forward-looking. Future and actual results could be materially different due to a variety of factors. The forward-looking statements in this report are based on certain assumptions ZS makes in light of its experience and perception of historical trends, current conditions, expected future developments and other factors. Forward-looking statements in this report are not guarantees or promises that goals or targets will be met. ZS undertakes no obligation to revise or update any forward-looking statements in this report.

Data collection and methodology

Stakeholder	Who they are
Employee engagement data	ZS measures employee experience using a Pulse Survey (distributed every March) and measures engagement in a longer-form HealthCheck Survey (distributed every August or September). Permanent ZSers complete this voluntary survey to rate their overall engagement at ZS and views on culture, well-being, manager and professional development coach support, recognition, professional development and diversity, equity and inclusion. ZSers respond using a 5-point scale from Strongly Agree to Strongly Disagree and can leave open-response feedback. Percentages shared in this report derive from the August 2022 HealthCheck Survey and reflect Strongly Agree and Agree responses.
Emissions allocation	Each year, ZS allocates emissions to our clients to inform their scope 3 emissions inventories. Although standard convention has been to allocate emissions using a percentage of revenue, ZS anticipates companies will seek to increase the accuracy of scope 3 inventories. In turn, many companies will shift from a spend-based method of emissions allocation to a service-level methodology. In light of the evolving nature of carbon inventory and allocation, ZS has developed a more accurate methodology to allocate emissions to our clients. We allocate emissions to clients by using service-level metrics including billable hours by office location and granular travel data to ensure accurate scope 3 inventories for our clients. This methodology allows ZS and our clients to more accurately understand where emissions are linked to services and ultimately, how those emissions can be reduced over time.
Employee data	<p>Employee data shared in this report reflects 2022 year-end WorkLife data for ZS permanent employees. Demographic data shared by employees is voluntary and may not reflect our actual workforce. Percentages were rounded and may not sum to 100%.</p> <p>ZS defines racial and ethnic minorities in the U.S. as persons who identify as any of the following: Asian, Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Middle Eastern, Native Hawaiian, Multiethnic.</p> <p>The term ‘underrepresented’ is defined by actual evaluation of the firm’s population and the population of its external market. At ZS, underrepresented employees refer to U.S. persons who identify as any of the following: Black, Hispanic, Latino, Native or Indigenous, Pacific Islander, Native Hawaiian. (Excludes those who identify as Asian, Two or More Races or Mixed/Multiethnic).</p>
Emissions data	Our 2019-2022 GHG emissions have been calculated by an independent third party to align with the Greenhouse Gas Protocol . This ensures we have the most accurate calculation available to implement our climate strategy and make long-term, positive changes to our GHG emissions profile.
Potential lives affected by our patient health and equity accelerator partnerships	This is an estimate derived by five health equity projects in 2022 driven by our patient health and equity accelerator. It considers the number of people in a particular region diagnosed and/or living with a specific health condition and the scale of ZS’s project to address the condition. We estimate that millions of more lives are affected through our other client-facing work and efforts to support clients’ health equity efforts.
ZS Cares	ZS Cares participation is derived by timesheet data and the number of hours ZSers bill to volunteering or pro bono work.



Stakeholder engagement

Stakeholder	Who they are	Ways we engage		Key ESG topics raised in 2022	
ZS leadership	We engage with various leadership bodies—including our Shareholders' Council, Operating Leadership Team, Strategic Advisory Team and other groups of ZS principals—to set strategic direction, sustainability priorities and risk management and compliance best practices for our firm.	<ul style="list-style-type: none"> Monthly or quarterly leadership calls Annual Global Principals Meeting 		<ul style="list-style-type: none"> ESG strategy Business performance and risk mitigation Corporate governance Climate reduction targets Diversity, equity and inclusion priorities and progress Ethical business practices and operations Data security and privacy assurance 	
ZSers	We engage with ZSers constantly and draw on their insights to inform and sustain a culture of impact, collaboration, growth, empathy, equity and empowerment.	<ul style="list-style-type: none"> DEI Center of Expertise People and Culture Team ZS community groups Engagement surveys 		<ul style="list-style-type: none"> Quarterly town hall meetings Firmwide intranet and newsletter Speaking Up email inbox for employee concerns Diversity, equity and inclusion priorities and progress ZS's impact on the environment ZS's stance on social issues Compensation and benefits Recognition Health, well-being and safety Career development Hybrid working model expectations 	
Clients	We help our clients solve complex problems by understanding their industries, customers, challenges and evolving demands. Through these deep partnerships, we evolve our services and offerings to best suit their needs and deliver high-quality, expertise-driven outcomes.	<ul style="list-style-type: none"> Formal engagement through request for proposals, request for information, etc. Client relationship management 		<ul style="list-style-type: none"> ZS-led Impact Summits and conferences Reporting disclosures, including EcoVadis and CDP Client-specific emissions accounting Climate impact and reduction targets Responsible business practices and sustainable supply chain Data security and privacy assurance Diversity, equity and inclusion priorities and progress 	
Future ZSers	We seek a powerful collective of thinkers and idea makers driving toward life-changing solutions and technology innovations that affect patients, caregivers and consumers globally. We evolve our recruiting strategies to create seamless, equitable experiences for all candidates and set them up for success on their ZS journey.	<ul style="list-style-type: none"> Recruiting conferences Job fairs Digital marketing 		<ul style="list-style-type: none"> Referrals and 'Boomerang' program Diversity, equity and inclusion commitments and actions Climate impact and reduction targets Compensation and benefits Recognition Health, well-being and safety Career and talent development Hybrid working model expectations 	



Stakeholder engagement

Stakeholder	Who they are	Ways we engage		Key ESG topics raised in 2022	
Civil society	We partner with industry experts and global initiatives, such as the World Economic Forum (WEF), to address the most complex health challenges disrupting our world today. We share knowledge and align on new practices and solutions together.	<ul style="list-style-type: none"> • Industry forums • Roundtable discussions • Co-authored thought leadership 	<ul style="list-style-type: none"> • Industry association memberships 	<ul style="list-style-type: none"> • Patient centricity • Consumer centricity • Ethical and sustainable business 	
Suppliers	We engage with our suppliers to bring cutting-edge technology, innovative programs and best-in-class services and products to our clients and people. Starting in 2023, we will systematically engage with our suppliers to integrate ESG metrics and sustainable procurement across the entire value chain.	<ul style="list-style-type: none"> • Third-party risk management engagement process • Formal annual assessments 	<ul style="list-style-type: none"> • Supplier onboarding • Standardized contract requirements • Completion of required and applicable training 	<ul style="list-style-type: none"> • Supplier diversity • Ethical supplier relationships • Environmental sustainability 	
Local communities	We partner with nonprofit organizations to improve the health of our local communities.	<ul style="list-style-type: none"> • Pro bono consulting • Volunteering • ZS Donation Match Program 	<ul style="list-style-type: none"> • ZS Cares Day 	<ul style="list-style-type: none"> • Access to healthcare services • Economic stability • Transportation access 	<ul style="list-style-type: none"> • Food security • Environmental health and stewardship

GRI Content Index and SASB Standards

ZS referenced the Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standard Board (SASB) when developing this report. Visit <https://www.globalreporting.org/> and <https://www.sasb.org/standards/> for more information about these standards.

Disclosure number	Description	ZS response
GRI 2: General Disclosures 2021		
Disclosure 2-1: Organizational details		
2-1a	Legal name	ZS
2-1a	Nature of ownership and legal form	Private company
2-1c	Headquarters	Evanston, IL
2-1d	Countries of operation	Argentina, Brazil, Canada, China, Denmark, France, Germany, India, Italy, Jamaica, Japan, Singapore, Spain, Switzerland, Trinidad and Tobago, United Kingdom, United States of America
Disclosure 2-3: Reporting period, frequency and contact point		
2-3a	Reporting period	January 1-December 31, 2022 (unless otherwise noted)
2-3b	Reporting period for financial reporting	As a private firm, we do not report financial information.

Disclosure number	Description	ZS response
2-3c	Publication date	April 28, 2023
2-3d	Point of contact	ESG@ZS.com
2-7	Number of employees and breakdown by gender and region	2022 highlights
2-8	Number of workers who are not employees	In 2022, we hired 1,426 people on contract.
2-23	Describe policy commitments for responsible business conduct and human rights	Maintaining professional integrity
2-27	Number of instances of non-compliance with laws and regulations during the reporting period. Include instances of when fines and non-monetary sanctions were incurred.	In calendar year 2022, there were no non-compliances that materially affected our employee population, the quality of our services or our ability to serve our clients.



Disclosure number	Description	ZS response
GRI 205: Anti-corruption 2016		
205-2	Percentage of employees, including governance body members, who have received communication and training about the organization's anti-corruption policies and procedures ---- Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region	<u>Evolving information security and data privacy</u> Not applicable at this time. Will be addressed in <u>Supplier Code of Conduct</u> .
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	<u>Efforts to reduce scope 1 and 2 emissions</u>
302-4	Reduction of energy consumption	<u>Efforts to reduce scope 1 and 2 emissions</u>
302-5	Reduction in energy requirements of products and services	<u>Efforts to reduce scope 1 and 2 emissions</u>

Disclosure number	Description	ZS response
GRI 305: Emissions 2016		
305-1:	Direct (scope 1) GHG emissions	<u>Reducing our climate impact</u>
305-2	Energy indirect (scope 2) GHG emissions	<u>Reducing our climate impact</u>
305-3	Other indirect (scope 3) GHG emissions	<u>Reducing our climate impact</u>
305-4	GHG emissions intensity	<u>Reducing our climate impact</u>
305-5	Reduction of GHG emissions	<u>Reducing our climate impact</u>
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	<u>Connecting with top talent</u>
401-2	Benefits provided to full-time employees	<u>Helping our people succeed</u>
401-4	Employees entitled to parental leave, employees who took parental leave and employees who returned to work after parental leave	<u>Helping our people succeed</u>



Disclosure number	Description	ZS response
404-1	Average hours of training per employee	Helping our people succeed
404-2	Programs for upgrading employee skills and transition assistance programs	Helping our people succeed
404-3	Percentage of employees receiving regular performance and career development reviews	Helping our people succeed
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Percent of employees overall and in governance bodies across diversity categories	Path to leadership

Disclosure number	Description	ZS response
SASB: Data Security		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Evolving information security and data privacy
SV-PS-230a.2	Description of policies and practices relating to collection, usage and retention of customer information	Evolving information security and data privacy
SASB: Professional Integrity		
SV-PS-510a.1	Description of approach to ensuring professional integrity	Maintaining professional integrity
SASB: Workforce Diversity & Engagement		
330a.1	Percentage of gender and racial/ethnic group representation for executive management and all other employees	Path to leadership
330a.3	Employee engagement as a percentage	Working toward inclusion and belonging



About ZS

ZS is a management consulting and technology firm that partners with companies to improve life and how we live it. We transform ideas into impact by bringing together data, science, technology and human ingenuity to deliver better outcomes for all. Founded in 1983, ZS has more than 13,000 employees in over 35 offices worldwide. To learn more, visit www.zs.com or follow us on [LinkedIn](#).

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