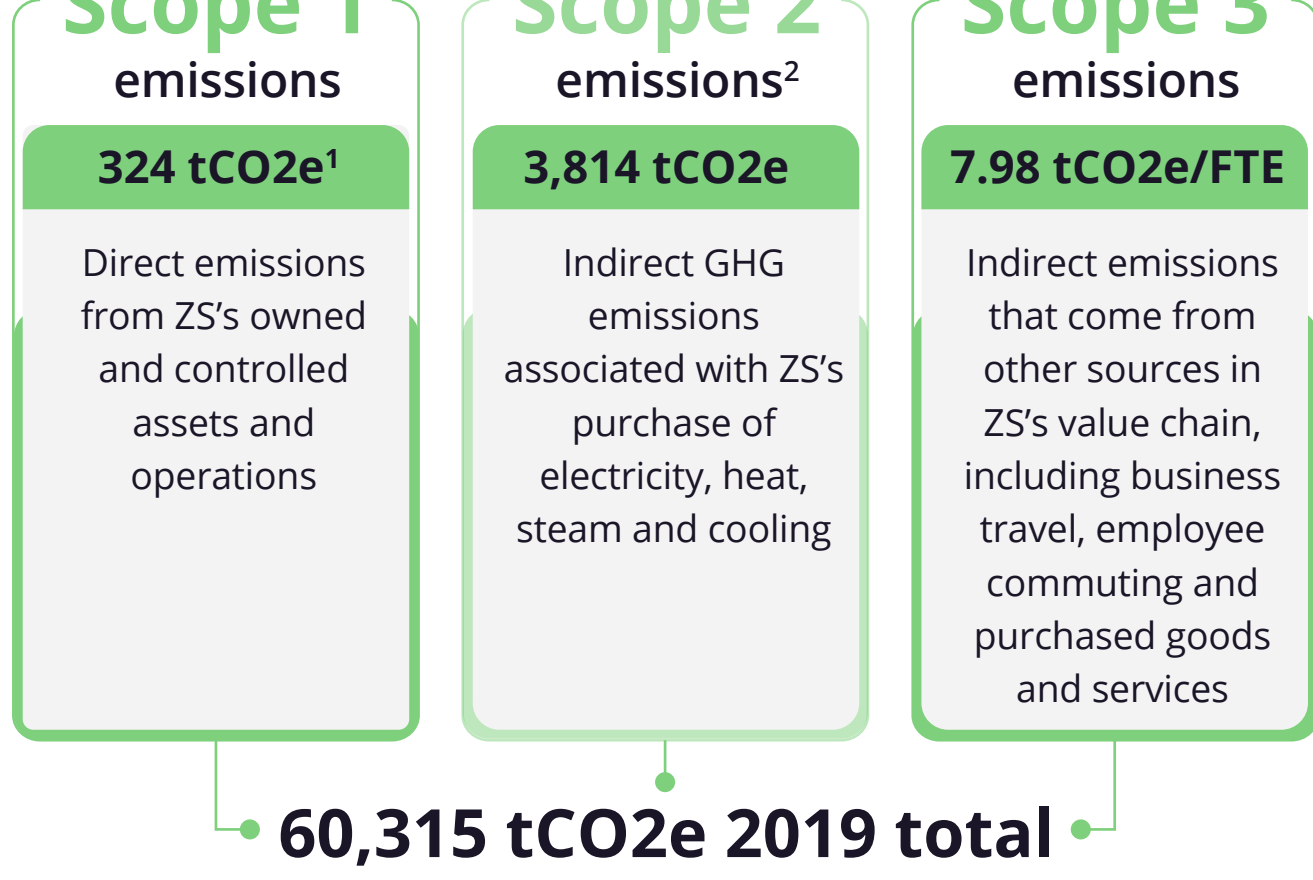




2019

The path to **net zero** starts here

We need to get this right—and that means understanding where we started. In 2019, we began calculating our greenhouse gas emissions.



2022

Charting the course

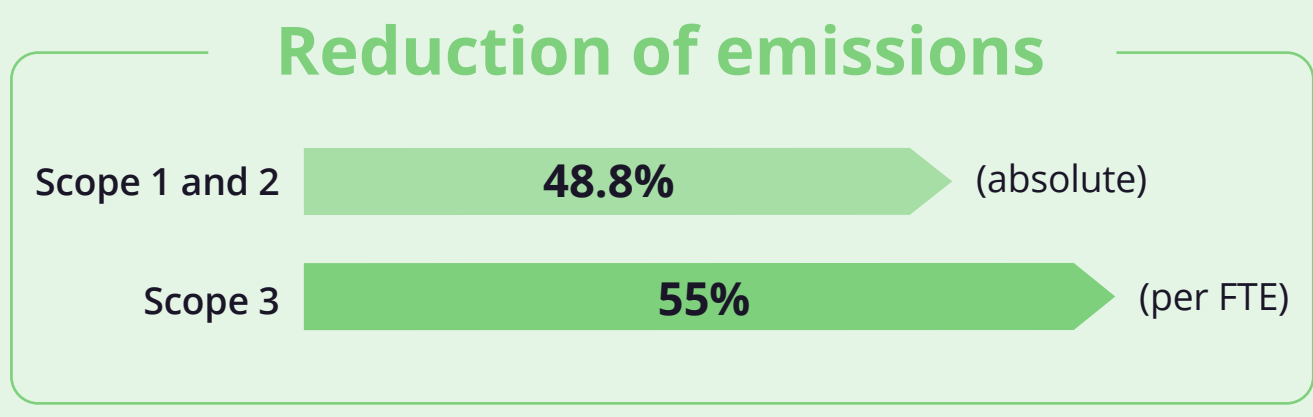
With 2019 as our baseline, we established **near-term and net-zero reduction commitments**, both of which were validated by the **Science-Based Targets initiative (SBTi)** in 2023 and 2024, respectfully, in line with the **Corporate Net-Zero Standard**. Knowing that nearly all our emissions are Scope 3, we will particularly focus on making changes in **how we operate and engage with suppliers**.

2030

–
2035

Powering **ahead**

We will achieve our near-term commitments (compared to our 2019 baseline):



How will we do it?

- Procure 100% renewable energy by 2030**
By purchasing renewable directly from local energy providers, generating energy onsite at offices, forging new real estate agreements and investing in energy generation projects
- Transition to 100% electric vehicle usage of taxi fleet vendors serving ZS in India by 2030**
A primary source of travel for ZSers in our India offices
- Scale investments in sustainable aviation fuel**
Particularly in key locations where ZSers travel
- Reduce business travel emissions**
By seeking more sustainable travel and meeting options for ZSers while still enabling their face-to-face interactions with colleagues and clients; we aim to reach a 90% reduction in these emissions by 2045
- Reduce waste emissions by 90% by 2035**
Which means limiting single-use plastics, increasing recycling and composting and emphasizing responsible waste disposal

2040

Building **momentum toward** our net-zero goals

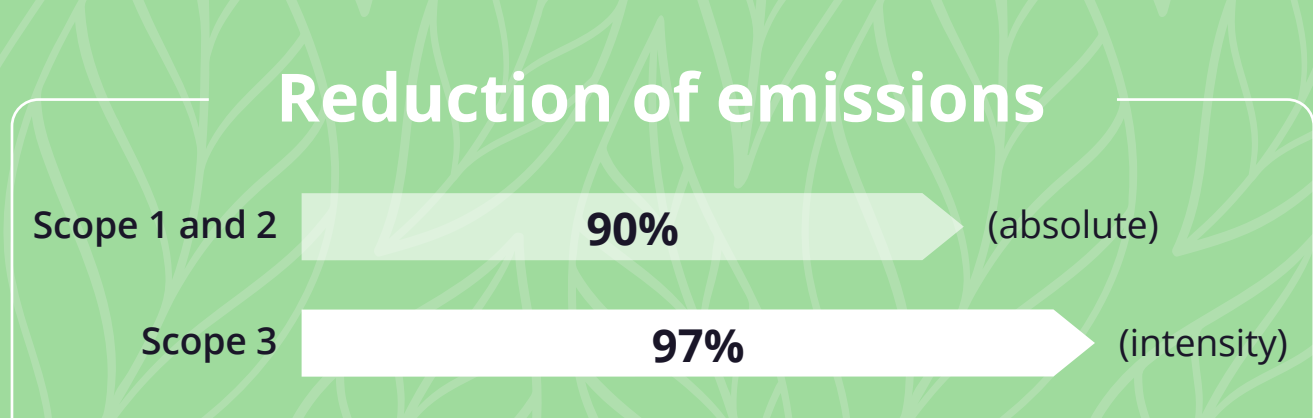
How will we do it?

- Achieve 100% building electrification**
Including electrified energy, heating and cooling
- Have 100% SAF coverage**
For all ZSer flights globally
- Reduce emissions from employee commuting by 90%**
By encouraging ZSers to use more sustainable modes of traveling to offices³ and client sites and centrally locating our meeting spaces to where ZSers live and operate
- Achieve net-zero Scope 1 and 2 emissions**
By phasing out the remaining sources of emissions in our office spaces and from company vehicles leased to leaders
- Phase out high global warming potential refrigerants by 100%**
With low-carbon equivalents
- Ensure ZS suppliers are net zero**
By working with key suppliers to achieve carbon neutrality in their value chain by 2040 and all remaining suppliers by 2045

2045

Reaching **net zero**

By implementing changes in the way we do business, we will achieve the following (compared to our 2019 baseline):



¹ Tonnes of carbon dioxide equivalent. Includes greenhouse gases like N₂O and CH₄.

² Market-based Scope 2 emissions.

³ Includes commuting emissions from taxi fleet vendors servicing ZS in India, as well as employee commuting patterns elsewhere globally.