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vizient®

2023 DEI ANNUAL REPORT



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WELCOME

# Letter from our CEO

**I believe that our culture of diversity, equity and inclusion is a competitive advantage that enables Vizient to better understand and deliver value to the healthcare providers and suppliers we serve. As Vizient continues our journey, it has become clear that our commitment to DEI has taught us to be more empathic listeners and more integrated problem solvers. It inspires us to reimagine healthcare systems and structures to improve every aspect of provider performance.**

That's why we are committed to creating an exceptional workplace experience for everyone and developing an outstanding diverse workforce across all levels. That, and the fact that it's the right thing to do.

Like all organizations, we are learning as we go. But as a performance improvement company, we aim to approach DEI with the same objectivity, strategic thinking and evidence-based rigor that we bring to the rest of our business by following the data and intentionally adapting our approach.

This 2023 DEI Report shares our progress, including a transparent snapshot of how we are tracking toward our 2025 milestones. I'm proud of how we have continued, year over year, to attract and retain diverse talent — which means not only are we finding outstanding people, but we are supporting them while they are here. I'm also proud of how we have bridged the gap between how men and women experience our culture and how we've achieved our goal of earning the Equality 100 Award for LGBTQ+ equality from the Human Rights Campaign. I'm also amazed at how our overall workforce has embraced our DEI work; 27% of our workforce is a member of at least one diversity networking association group.

I invite you to discover more about our work in the pages that follow. And while this past year also brought its challenges, I remain in awe of the strength and resilience of this Vizient team. I want to thank each of you for continuing to inspire me, and for continuing to walk this path.



**Byron Jobe**  
President and  
CEO, Vizient



WELCOME

# About Vizient

We work with the nation's leading healthcare providers to solve the toughest challenges facing healthcare, together. Vizient is a performance improvement company. We help providers deliver excellent care, profitably grow in their markets and achieve operational and financial sustainability.

And we know that our strength comes from our differences. Vizient believes that diversity, equity and inclusion (DEI) make us better partners. It is critical to our ability to innovate and serve our customers, understand the patients who enter providers' doors and create solutions to address health inequities.

## Our company



Founded in 1977



Headquartered in Irving, Texas



Ten offices across the U.S.



4,471 employees



Serve 67% of providers in the U.S.

## Recognized for our commitment to DEI by



## About this report

This is our third annual DEI Report. Here, we focus on our commitment to diversity, equity, inclusion and belonging across our enterprise. To learn even more about our programs and how we are advancing this work across the value chain, please reference our [Corporate Responsibility Report](#).



*"I firmly believe our commitment to diversity, equity and inclusion is foundational to achieving our vision to be the nation's leading healthcare performance improvement company. Together we can create a diverse, equitable and inclusive workplace for all that is empowered to create a healthier healthcare system for all."*

Byron Jobe, President and CEO, Vizient

WELCOME

# Our DEI vision

Vizient aims to create an exceptional workplace experience for every employee and to develop an outstanding diverse workforce across all organizational levels. We envision a team that is stellar in its performance and diverse in its composition. A culture that embraces our differences and makes every employee feel they belong. To help us make progress toward turning this aspiration into a lived reality, we are committed to delivering on three milestone goals by 2025.

## Goals

### 1 Consistent and exceptional employee experience



Across diverse groups, employees feel similarly engaged, respected and represented

### 2 Leader-led culture of diversity, equity, inclusion and belonging



From the top down, diverse groups are supported through leading programs, policies and practices

### 3 Diverse workforce across all levels of the organization



Across all levels, we are closer to representational parity for women and people of color



# DEI progress

Just like in other areas of our business, we measure and report our progress. This scorecard gives our team and stakeholders an accessible, high-level snapshot of where Vizient stands in 2023 regarding our three milestone goals. When we reach 2025, we will assess our growth over the past five years and the landscape and set new targets for 2030.



## Consistent and exceptional employee experience

Across diverse groups, employees feel similarly engaged, respected and represented

**2025 target:** We track employee experience across three survey indices that measure 1) overall engagement, 2) experiences around diversity and inclusion, and 3) perceptions of leadership within our organization. By 2025, we aim to close experience gaps\* for women and people of color\*\* across those three indices.

### 2023 Progress

Status by group

● Gap closed ● Gap remains

#### Women

Engagement	●
Diversity	●
Leadership	●

#### Asian

Engagement	●
Diversity	●
Leadership	●

#### Black

Engagement	●
Diversity	●
Leadership	●

#### Hispanic/Latinx

Engagement	●
Diversity	●
Leadership	●



## Leader-led culture of diversity, equity, inclusion and belonging

From the top down, diverse groups are supported through leading programs, policies and practices

**2025 target:** We look to respected third parties to evaluate our efforts. By 2025, we aim to earn recognition as a Fortune 100 Best Companies to Work For and achieve a perfect score on the Human Rights Campaign (HRC) Corporate Equality Index for LGBTQ+ inclusion.

### 2023 Progress

Awards



#45 Fortune 100 Best Companies to Work For



HRC Corporate Equality Index score 100



## Diverse workforce across all levels of the organization

Across all levels, we are closer to representational parity for women and people of color

**2025 target:** We see representation as the result of the hard work detailed in this report, not the work itself. We hire, engage and promote based on merit — and work to give all groups equitable access to those opportunities. By 2025, we aim to increase women and people of color in leadership and cut the parity gap in half, working from our 2020 baseline.

### 2023 Progress

Status by group

● Achieved ● In progress

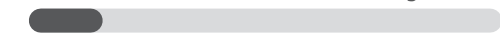
#### Women

Executive - **45.7%** (81% to 2025 target)

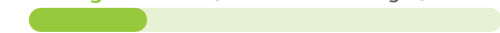


#### People of color

Executive - **15.6%** (48% to 2025 target)



Manager - **25%** (150% to 2025 target)



Professional - **34.12%** (159% to 2025 target)



\*We define “a gap” as any value more than two percentage points below the baseline, and “closing the gap” as any value within two percentage points of the baseline or higher.

\*\*People of color are defined by EEO1 categories including American Indian or Alaskan Native, Asian, Black or African American, Hispanic/Latino, Native Hawaiian or other Pacific Islander, or those identifying as two or more races.

# Q&A with our Chief Culture, Diversity and Impact Officer



**Monica Davy**  
Chief Culture,  
Diversity and Impact  
Officer, Vizient

## Where is Vizient on this journey?

As we approach 2025, the final year of our five-year strategy, we are leveraging our good work, lessons learned and momentum to start planning for what's next. That means working within our team as well as with respected external partners who provide a wealth of industry perspective, data and insight and evidence-based leading practices. Our work with the McKinsey Women in the Workplace study, the results from our HRC Equality Index scores, insights from Out Leadership's OL-iQ diagnostic tool, Racial Equity at Work benchmarking and more will really inform how we evolve our strategy.

## How has the organization's culture grown?

We've had so much success at Vizient thanks to the hard work of many whose names couldn't possibly fit in this report. While it starts from the top, continued success in the DEI space depends on the leaders and people managers that sit in the middle of the organization. They're the ones doing most of the hiring and talent development. They're the ones who identify and manage their own biases in their decision making. They're the ones creating teams with high levels of psychological safety. We're going to see even more emphasis placed here moving forward.

## What accomplishments are you most proud of from 2023?

I'm proud of our employees for continuing to engage in this work. Employees continue to show up for programs like our company-wide Dive Ins and to events led by our diversity networking associations (DNAs). I specifically want to call out earning a 100 on the HRC Corporate Equality Index, which was a tremendous accomplishment for us and demonstrates the breadth of our DEI strategy. We also began setting the stage for creating a culture of sponsorship at Vizient. Starting in July of 2023, we began sharing short but impactful emails with resources for how to be a sponsor and how that role is different from being a mentor. We also highlighted the fact that sponsorship is already happening but not always across differences, especially across race and gender. The feedback from leaders was positive, which meant we struck the right tone and opened them up to engaging in meaningful sponsorship relationships with employees that wouldn't otherwise be in their circle.

## What would you like people to better understand about DEI at Vizient?

That this is hard work, but we will continue doing it. Our Vizient leadership team sees DEI as critical to our success as a business. Our CEO and his direct reports are fully committed and actively involved in developing our programs and evolving our approach.

WHERE WE ARE

# 2023 highlights



**Hispanic/Latinx diversity networking group** launched



**Asian, Pacific Islander, Desi and Allies diversity networking group** launched



**People of color in leadership roles** increased to 15.6%



**Bridged the gender gap** between how women and men experience our culture



**Advancing Women Leaders (AWL)** certified 25 Vizient women for completing their distinguished five-month development program



**Employee self-identification** increased through our second Count Me In campaign



**Diverse candidate slates** assembled for 77% of executive positions



**Women in leadership roles** increased to 45.7%



**Equality 100 Award for LGBTQ+ equality** earned from the Human Rights Campaign



**436 employees** on average participated in each of our 8 DIVE INs tackling the complexity of identity and experience





# Employee conversations

At Vizient, we don't avoid complex conversations — we dive in. Starting in 2021, Vizient launched monthly DIVE INs — open, internal, employee-led conversations about complex issues related to our diverse identities and experiences. We continue to see a groundswell of support and participation, especially as we return to hosting more in-person events. Here are the conversations we had in 2023.

## When will it stop?

Processing the killing of Tyre Nichols with the support of a certified counselor, professor of criminal justice and law enforcement expert, hosted by Black@Vizient DNA

## Can we talk about privilege?

Exploring privilege and its impact on our personal and professional lives

## Celebrating diversity

Elevating employees with intersecting identities and discovering the value in our differences

## Asian identity is not a monolith

Discussing the many facets of the Asian, Pacific Islander and Desi American (APIDA) community

## Can I be a passive ally?

Considering what it means to be an ally and the role allyship plays in our DEI journeys

## Count me in!

Diving into the purpose and process of self-identifying at work

## Getting past appearances

Exploring the risk of judging appearances including by perceived body type, age and presentation



**486 employees**

participated in each event on average

## How about my holiday?

Holidays hold a lot — a rich tangle of family, faith, food, culture and identity. For our August DIVE IN, we hosted a robust exploration of the differences and similarities across a wide variety of holidays, customs and traditions observed across our team. Learning about each other through the lens of holidays lets us see our colleagues more clearly and celebrate them in a way that centers their experience.

*"I gained a wealth of knowledge about holidays that I previously knew nothing about, which inspired me to dive deeply into research and to actively engage with the holiday events offered by Vizient and in my community."*

Denise O'Neal, Lead Analyst, Vizient

## Those who support them

Veterans deserve our respect and gratitude — but how do we go beyond words and show them that they matter? For our October DIVE IN, we hosted an enriching conversation about how to honor and support the veterans in our lives and at our workplace. Learning more about their experiences through the eyes of their closest loved ones, we learned how to make Vizient a more supportive place for these protectors.

*"While we often focus on the sacrifice of veterans themselves, the stories I heard during this DIVE IN opened my eyes to the ripple effect of military service on families and friends. I appreciated the speakers' insights about the circle of support that helps veterans deal with feelings of isolation and loneliness. And I was inspired to learn of the strong community among those who help provide that support."*

Nina Minney, Senior Social Responsibility Director, Vizient



**Hosted 8 DIVE INs**  
in 2023

# Q&A with our Chief People Officer



**Patty Olsen**  
Chief People  
Officer, Vizient

## What are you most proud of from 2023?

So much. We focused on outreach to build relationships and diversify our pipeline. We continued enhanced executive recruiting for associate vice president levels and above, really investing the time and resources to find highly qualified and diverse candidates with at least one woman or person of color advancing to final rounds — and from there, hire the best. In 2023, 77% of candidate slates were diverse. While we introduced it for executive recruiting, many hiring managers have begun applying this approach to recruiting for manager, professional and support roles. At the same time, we raised awareness of the impact of unconscious bias on perceptions and decision-making among hiring managers. That's tremendous. Overall, I think it's that we're staying curious. That over the past several years of intentional work, we're not saying 'Enough. We're done.' We're staying open and continuing to learn more and more about ourselves and what we bring to the table and about our colleagues and their experiences. This work only makes Vizient better for everyone.

## What is an example of how Vizient is developing the next generation of diverse leaders?

The work we've been doing to support women lays a strong foundation. Research shows that programs that bring diverse talent together outside of the organization are more effective — providing professionals with a unique opportunity to gain external perspective, build confidence and step into their leadership potential. So, we partnered with Linkage and sponsored 25 women to participate in the 16-week Advancing Women Leaders Digital Academy. This program emphasizes skills, practices and actionable steps for women to scale the specific hurdles they face and to achieve equality and advancement in the workplace, particularly at higher levels. Afterwards, 10 women went on to attend the immersive, multi-day Women in Leadership conference. We've found this partnership model that gets employees outside of the organization and into different environments to be incredibly powerful, and we plan to build on that foundation with other groups next year.

## Why are diversity networking associations (DNAs) important?

First and foremost, DNAs serve their members. They create a sense of safety and belonging, which is essential for people to show up engaged, ready and fully able to do their best work. And they add a rich layer of connection across our organization by bringing people together from across levels and departments and interests, which is incredibly supportive to our organizational culture. Next, DNAs play a critical role in our DEI strategy. They participate in broader organization-wide outreach and provide critical feedback on people strategies and programs in development. For example, last year our Ability@Vizient DNA helped us design a more equitable and inclusive hybrid workplace. And last but not least, DNAs maximize our impact as a business. They share ideas for increasing diversity and inclusion across the value chain and help us to shape and tailor local volunteering efforts.

WHERE WE ARE

# Diversity networking associations (DNAs)

You belong here. That’s the message our employee-led diversity networking associations aim to send. Open to all team members, these groups connect our employees to each other in ways that allow our people to feel safe, show up as their authentic selves and contribute fully toward our mission.

Each DNA is led by a chair and co-chair who are each compensated with an additional \$10,000 annually for the tremendous value they add to our organization above and beyond their job roles. They are supported by other employees leading functional areas including career, commerce, culture and community strategy, an events coordinator and local chapter liaisons. Executive sponsors and network champions ensure support from and alignment with the core business. Here are some highlights from 2023 that make us proud.



Helps Vizient understand, recognize and leverage the fullness of every person’s ability and mental health

We hosted a panel featuring a colleague with a non-visible disability and colleague who is a caregiver, moderated by nationally renowned disability expert. This helped expand our knowledge of how to navigate these situations at Vizient and how to be an effective ally for our co-workers.



Helps Vizient understand, support and champion the APIDA community

We hosted a Diwali celebration featuring South Asian food, music and activities. Sharing the joy of our culture and traditions helps create meaningful connections and a sense of belonging across the organization.



Helps Vizient understand, support and champion the Black community

We hosted a professional development workshop designed to help employees manage organizational change by honing their mindset and bolstering their skillset.



Embraces the overlapping facets of each person’s identity and lived experiences and promotes awareness of intersected identities across Vizient

We hosted a workshop on navigating a career at Vizient and designing career pathways.

*“APIDA@Vizient has helped me — and many others across the enterprise — broaden our understanding of the rich and dynamic Asian, Pacific Islander and Desi American community in our workforce. Building awareness of the APIDA community’s experiences at Vizient is essential to making our colleagues feel seen, respected and celebrated.”*

David Berry, Chief Legal Officer, APIDA@Vizient Executive Sponsor



WHERE WE ARE

# Diversity networking associations (DNAs)



**1,199 Vizient employees**

representing 27% of our workforce are DNA members



**Women@Vizient**  
is the largest DNA  
with 523 members in 2023



**DNA members**  
volunteered  
**329 hours** in 2023

*“As Network Champion, I’ve seen firsthand the breadth of experiences and perspectives within the Hispanic/Latinx community at Vizient. This experience has shown me the importance of having diverse representation across all levels of our organization. I’m proud to support HLX@Vizient as they partner with business units to help increase that representation.”*

Chris McDown, Senior Vice President of Strategic Sourcing Partnerships and Programs, Hispanic/Latinx@Vizient Network Champion



**Hispanic/Latinx @Vizient**

Creates a safe space and helps Vizient understand, support and champion the diverse multicultural HLX community

We organized a panel on the underrepresentation of the Hispanic/Latinx community within healthcare with renown panelist Dr. Tomas Villanueva. This example illustrates how our DNAs often intersect with our core business.



**Pride @Vizient**

Helps Vizient build a culture of inclusion that enables LGBTQ+ employees to be their authentic selves

We hosted an event celebrating self-expression and the diversity within our LGBTQ+ community.



**Veterans @Vizient**

Helps Vizient fully accept and engage the military service member community and their families

We hosted a Veterans Day celebration to honor service members and share our stories with the entire enterprise.



**Women @Vizient**

Helps Vizient provide equitable access to professional development, support networks and intellectual growth for women

We hosted a seminar exploring the essential role that men play in creating an inclusive workplace environment where all team members can show up authentically and without judgment in pursuit of Vizient’s strategic goals.



## WHERE WE ARE

# Leadership development

**We're committed to developing the leader in everyone.** And we acknowledge the unique cultural and identity-specific barriers that different groups and individuals face on their path. Through strategic partnerships, we connect employees to leadership development programs designed to address common barriers and provide equitable growth opportunities for our people to thrive. We've also worked hard to educate people leaders and develop their ability and willingness to recognize, engage and champion diverse team members.

### Partner spotlight: Women in Leadership Institute

Vizient partners with SHRM Linkage and the Women in Leadership Institute — a renowned professional development organization focused on advancing women and accelerating inclusive culture — to offer tailored leadership development opportunities. Their research and programming focus on the most common obstacles women leaders must overcome and the specific competencies they must master in order to advance. Last year, we sponsored 25 women to attend their five-month digital academy and sent 10 women to attend their immersive annual conference.

*"I can't tell you how inspiring it was to be with hundreds of phenomenal professional women from all walks of life and industries. Over the course of several days, I developed surprisingly deep relationships with other women and bonded with my Vizient colleagues."*

Misty Moore, Director, Administrative Services, Assistant to the CEO, Vizient

*"Being part of the WIL conference this year was an incredible experience for me. The lessons I took away from successful women leaders, breakout sessions and work groups have played a pivotal role in how I structure my days for productivity and continuous growth of my leadership skills."*

Elida Solis, Social Media Director, Vizient

*"Seeing the challenges all these other women face made me feel like I wasn't alone. I got incredibly insightful feedback and was able to apply it immediately by attending relevant workshops and practicing new skills."*

Araba Knoblock, Senior Consultant, Spend Insights and Services, Vizient



### Educating people leaders on the need for sponsorship

A coach helps you develop skills. A mentor helps you navigate career pathways and opportunities. A sponsor uses their influence to increase your visibility and access to high-value projects and promotions. Real sponsorship cannot be required, but it can be cultivated through a supportive environment that helps both people freely do their parts. In 2023, we educated people managers on sponsorship, including research around proximity and affinity bias — or the impact of how, when and with whom leaders spend their time, something that is so important in our hybrid environment to ensure opportunity is available for everyone. We also shared data on the positive impact of having a sponsor — and illuminated the disparities among demographic groups, those who are more likely to have, and not have, an advocate who will use their power on another's behalf.

# Diversity outreach and external partnerships

**External engagement is critical to achieving our internal aspirations.** Engaging with communities outside our own organization helps Vizient build productive relationships and raise our profile among prospective talent. Partnering with a variety of respected, research-driven organizations allows us to benchmark ourselves against peers, sharpen our strategy, stay abreast of emerging evidence-based practices and gain invaluable perspective.

## Diversity outreach

In partnership with our talent acquisition team, business units and our DNAs, we look for opportunities to elevate Vizient's visibility among diverse groups. In 2023, we attended eight in-person events as a part of our outreach efforts.

- Out and Equal Workplace Summit
- Disability: IN Conference
- Prospanica Conference and Career Expo
- Women Impact Tech Conference
- National Sales Network Annual Conference
- Reaching Out MBA (ROMBA) Conference
- National Black MBA Conference
- Recruit Military

*“Cultivating a robust and diverse talent pipeline starts with getting out into communities. We have to show up and build relationships, build trust and show people that we value their professional experience and unique life perspective.”*

Tom Donlon, Vice President of Talent Acquisition, Vizient

*“It’s our job to track emerging ideas, leading research and evidence-based best practices. These partnerships bring a level of rigor to our work and help to keep us learning, growing and moving forward.”*

Damien Heath, Associate Vice President, Diversity, Equity and Inclusion, Vizient

## Management Leadership for Tomorrow (MLT): Black and Hispanic equity at work

In 2023, Vizient began partnering with Management Leadership for Tomorrow (MLT) to support our vision of creating an exceptional experience for all employees and racial parity across all levels of our enterprise. Currently, we are in the process of simultaneously pursuing their **Black Equity at Work and Hispanic Equity at Work** certification programs. In addition, MLT provides a comprehensive, objective assessment of our organization across a variety of indicators that their research demonstrates to be effective.

## Human Rights Campaign: Equality 100 Award for LGBTQ+ inclusion

In 2023, Vizient achieved our goal of earning a score of 100 on the **Human Rights Campaign (HRC) Foundation’s 2023-2024 Corporate Equality Index**, the nation’s foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality. The Index rates companies on detailed criteria falling under four pillars: non-discrimination policies across business entities, equitable benefits for LGBTQ+ workers and their families, supporting an inclusive culture and corporate social responsibility.

## The Equity Collaborative and the McKinsey Women in the Workplace study

As a proud member of **The Equity Collaborative**, Vizient is working to accelerate fully inclusive gender equity in healthcare leadership. The group’s goal is to show how fully inclusive gender equity improves organizational performance, including employee engagement, patient satisfaction, health outcomes and reduced health disparities. As part of that effort, each year collaborative members participate in the renowned **Women in the Workplace** study, a multi-year joint research effort between McKinsey & Company and LeanIn.org and the largest comprehensive study of the state of women in corporate America. By participating in this study, Vizient contributes to our collective understanding of women’s advancement across industries at large and gains insights into specific solutions to address the hurdles women face.

*“Inclusion is a core value at Vizient and implementing policies that support LGBTQ+ workplace equality is a top priority. HRC’s best practices have inspired us to continually improve our practices in tangible ways and this recognition reflects the impact of those efforts.”*

Monica Davy, Senior Vice President, Chief Culture Diversity and Impact Officer, Vizient

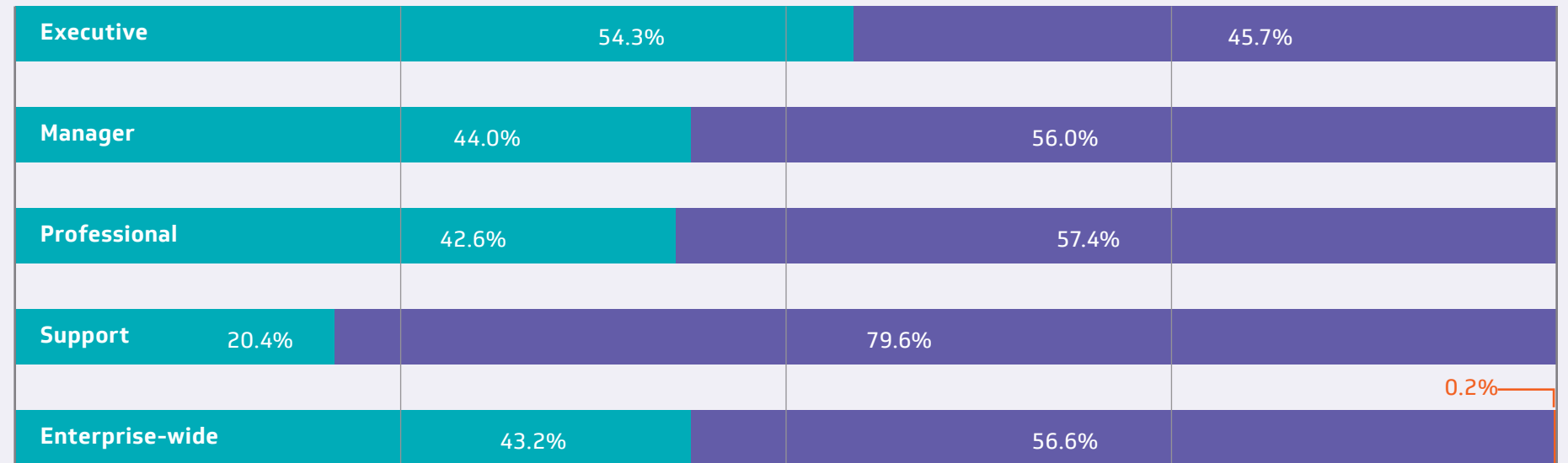
# Workforce data

This is who we are, and where we are, today. Demographic data helps us to see ourselves clearly and brings an objective lens to our efforts. Sharing this data publicly demonstrates our commitment to transparency and earnest engagement.

*“Demographic data is essential to our diversity, equity and inclusion efforts. Using advanced analytics, it helps us identify current gaps and predict future workforce dynamics. Our commitment to transparency is born from a sincere desire to drive meaningful progress, and from a pragmatic understanding of the need for accountability.”*

K. Williams, Equity and Compliance Director, Vizient

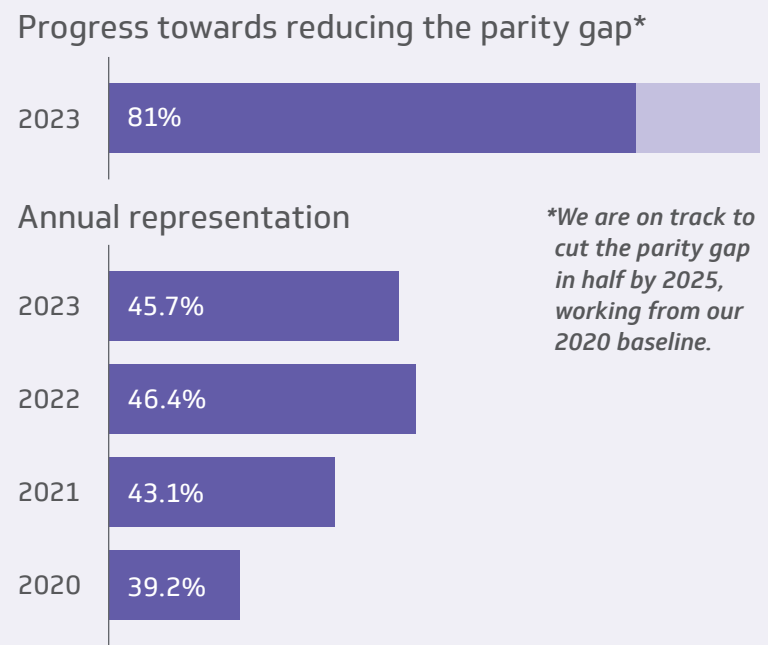
## Gender representation across enterprise levels 2023



\*Includes employees identifying as nonbinary, other or chose not to disclose their gender. In order to respect privacy, Vizient only reports on this category at the enterprise-wide level at this time.

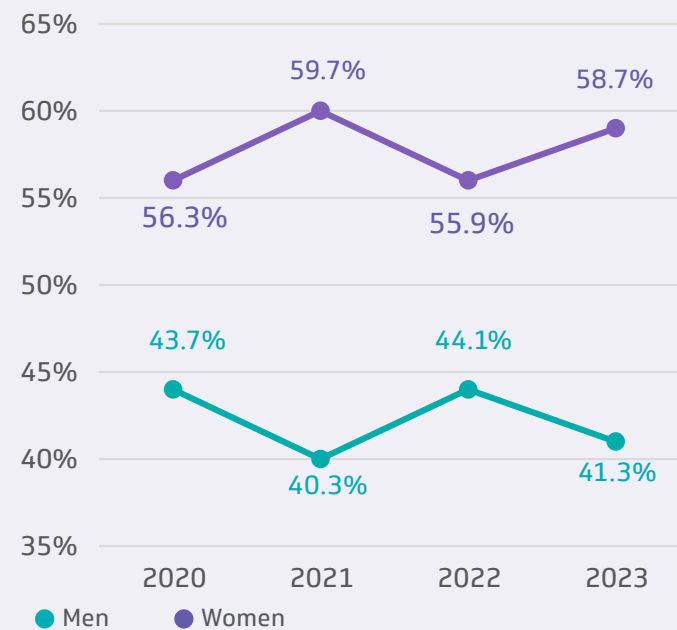
● Men ● Women ● Nonbinary/Other\*

## Women in executive leadership 2020-2023

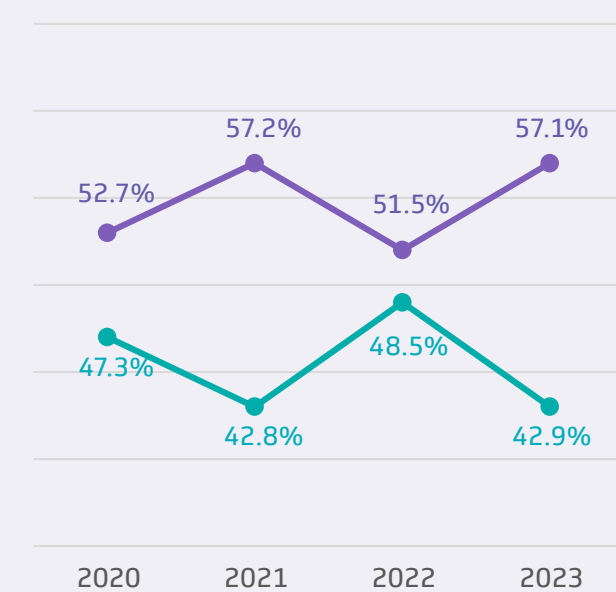


\*We are on track to cut the parity gap in half by 2025, working from our 2020 baseline.

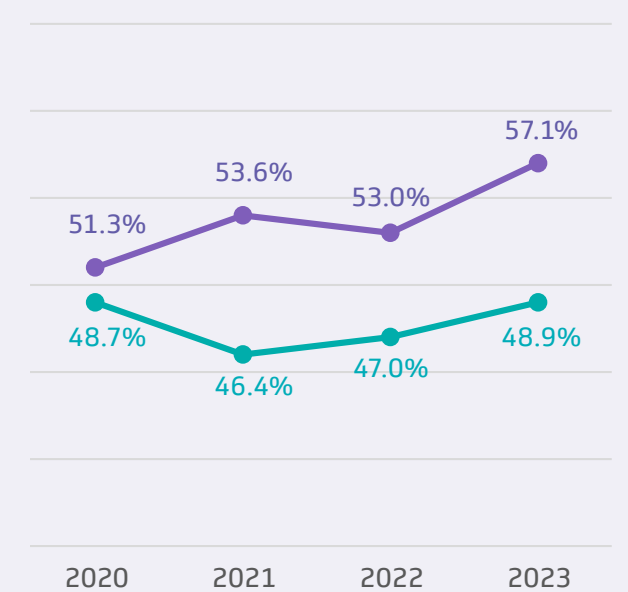
## Advancement by gender 2020-2023



## New hires by gender 2020-2023



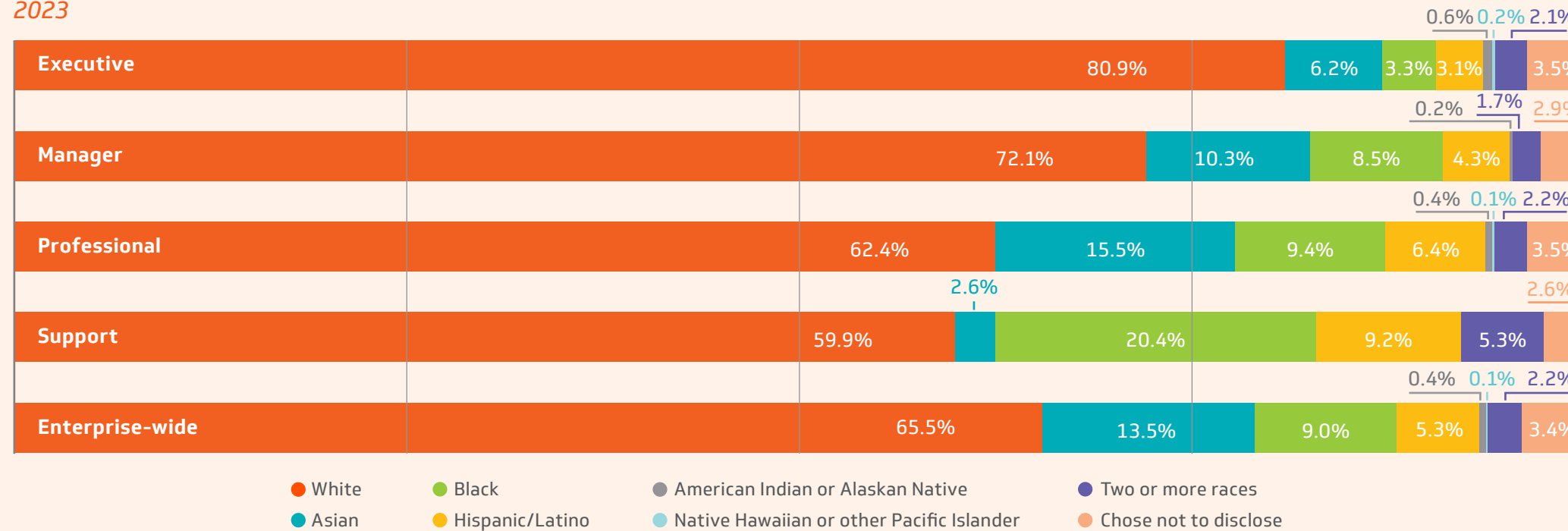
## Turnover by gender 2020-2023



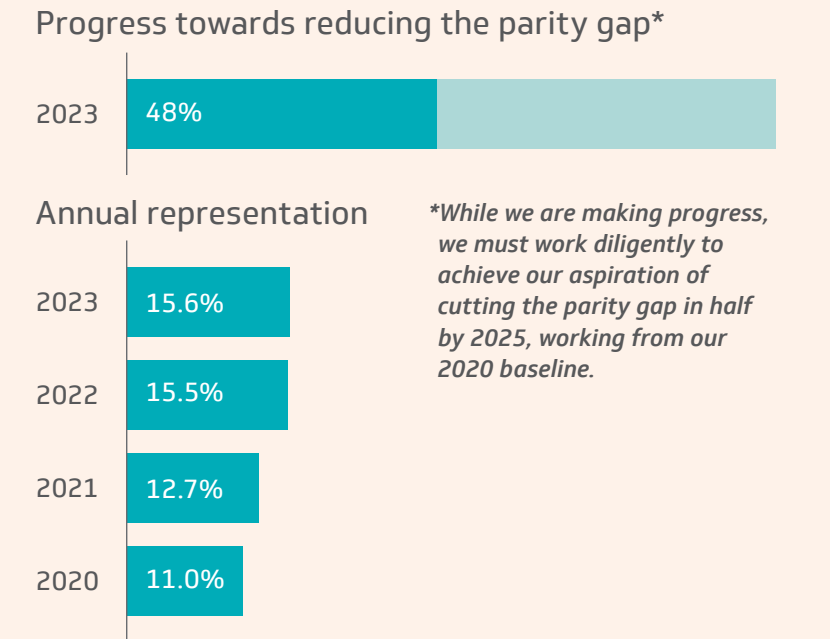
# Workforce data

Race/Ethnicity

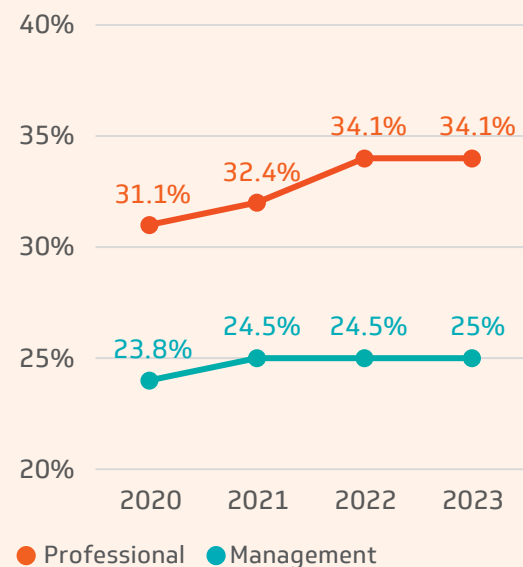
Race and ethnicity across enterprise levels  
2023



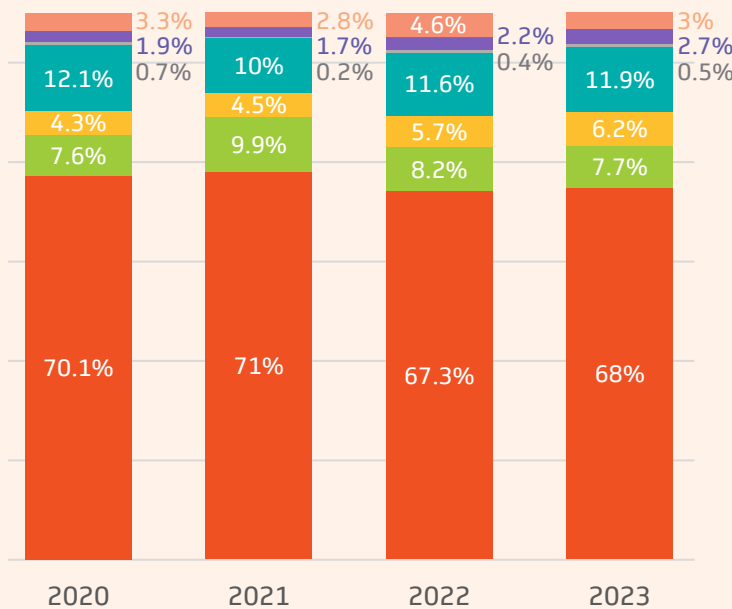
People of color in executive leadership  
2020-2023



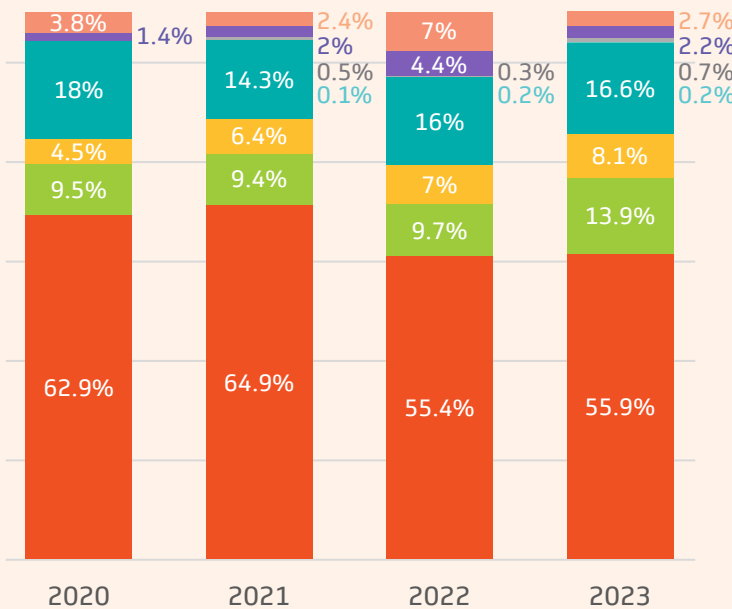
People of color in management and professional levels



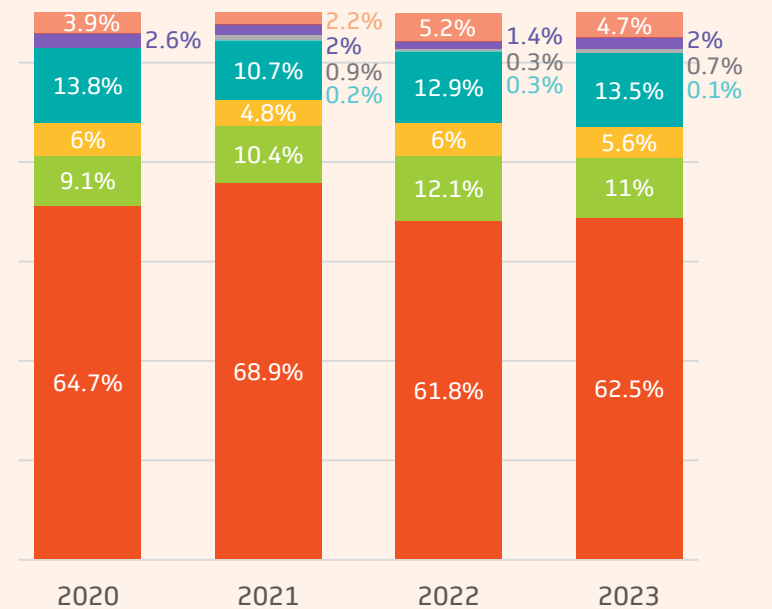
Advancement by race and ethnicity  
2020-2023



New hires by race and ethnicity  
2020-2023



Turnover by race and ethnicity  
2020-2023





# Workforce data

## Representation by gender, race and ethnicity across enterprise levels

2023

	White		Black		Hispanic/Latinx		Asian		Pacific Islander		American Indian		2 or more races		Choose not to disclose	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Executive</b>	45.1%	35.8%	1.2%	2.1%	2.1%	1.0%	3.1%	3.1%	0.0%	0.2%	0.2%	0.4%	0.8%	1.4%	1.8%	1.8%
<b>Manager</b>	31.0%	41.1%	2.9%	5.6%	2.5%	1.9%	5.2%	5.2%	0.0%	0.0%	0.2%	0.0%	0.4%	1.2%	1.9%	1.0%
<b>Professional</b>	27.0%	35.4%	3.0%	6.5%	2.7%	3.7%	7.1%	8.4%	0.0%	0.1%	0.2%	0.3%	0.8%	1.4%	1.8%	1.7%
<b>Support</b>	10.5%	49.3%	4.0%	16.5%	2.0%	7.2%	1.3%	1.3%	0.0%	0.0%	0.0%	0.0%	2.0%	3.3%	0.7%	2.0%
<b>Enterprise</b>	<b>29.0%</b>	<b>36.5%</b>	<b>2.8%</b>	<b>6.2%</b>	<b>2.6%</b>	<b>3.3%</b>	<b>6.3%</b>	<b>7.2%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>0.8%</b>	<b>1.4%</b>	<b>1.7%</b>	<b>1.7%</b>

## Advancement by gender, race and ethnicity across enterprise levels

2023

	White		Black		Hispanic/Latinx		Asian		Pacific Islander		American Indian		2 or more races		Choose not to disclose	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Executive</b>	33.7%	39.8%	2.4%	6.0%	1.2%	1.2%	4.8%	4.8%	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%	2.4%	1.2%
<b>Manager</b>	30.2%	46.5%	1.2%	8.1%	3.5%	0.0%	3.5%	3.5%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	1.2%	1.2%
<b>Professional</b>	29.7%	34.8%	1.3%	5.8%	3.5%	4.5%	4.8%	9.0%	0.0%	0.0%	0.3%	0.3%	1.1%	1.9%	1.3%	1.9%
<b>Support</b>	6.3%	68.8%	0.0%	6.3%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%

## Turnover by gender, race and ethnicity across enterprise levels

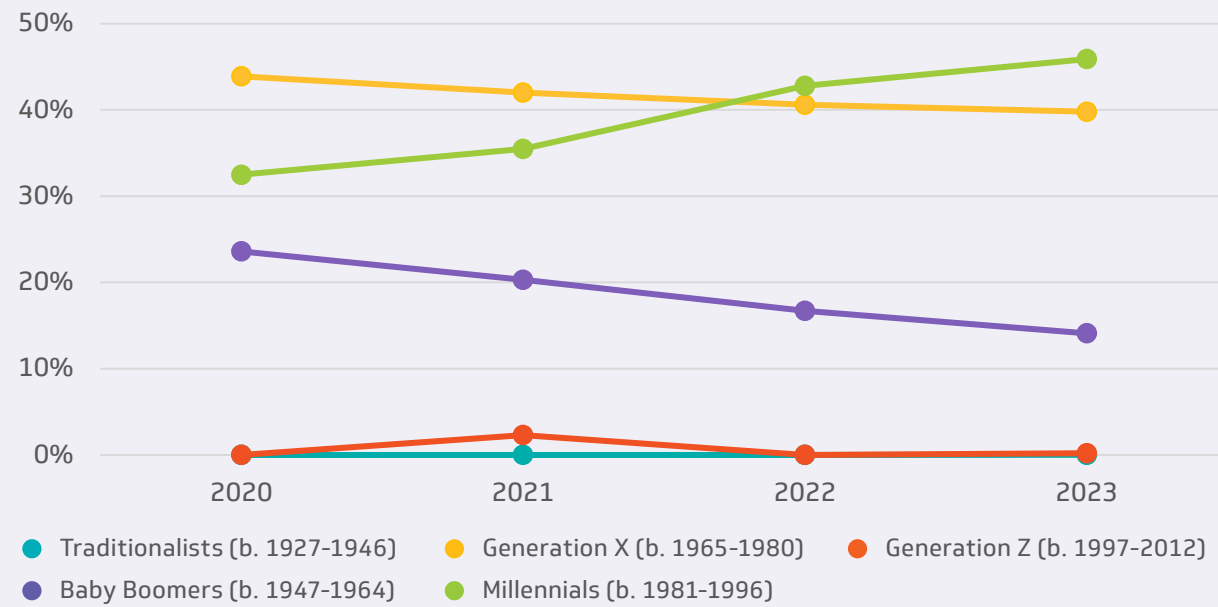
2023

	White		Black		Hispanic/Latinx		Asian		Pacific Islander		American Indian		2 or more races		Choose not to disclose	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Executive</b>	44.8%	33.6%	1.7%	3.5%	0.9%	2.6%	1.7%	3.5%	0.0%	0.9%	0.9%	0.9%	0.9%	1.7%	2.6%	0.0%
<b>Manager</b>	36.9%	44.6%	0.0%	7.7%	3.1%	0.0%	1.5%	4.6%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%
<b>Professional</b>	28.3%	27.3%	4.7%	7.6%	4.5%	1.9%	9.9%	7.4%	0.0%	0.0%	0.2%	0.2%	0.8%	1.4%	3.5%	2.3%
<b>Support</b>	2.9%	65.7%	0.0%	17.1%	2.9%	2.9%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.7%

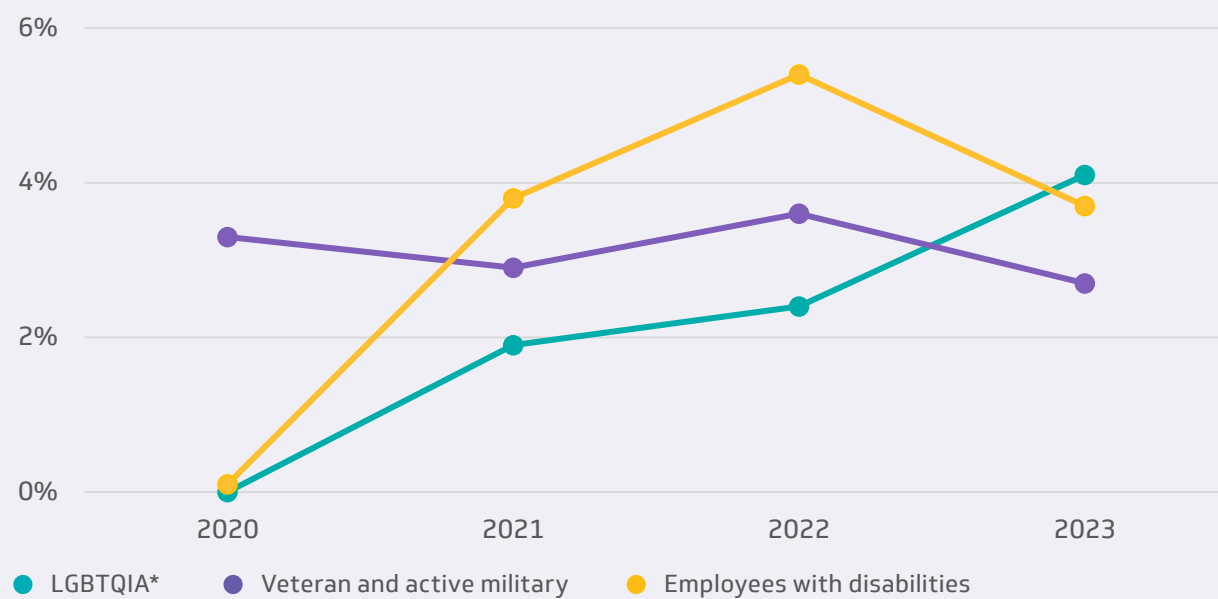
# Workforce data

Age and self-identified dimensions of diversity

## Generations represented 2020-2023



## Additional dimensions of diversity represented 2020-2023



\*Vizient began including LGBTQIA on its voluntary self-identification survey (Count Me In!) starting in 2021.



WHERE WE'RE GOING

# Looking ahead



*"I'm excited that we're moving towards a model that lets us take more accountability as leaders. With new business unit councils focused on DEI, we're able to implement strategies and tactics that best fit our particular business and focus on mid-level leaders who are instrumental to building the diverse and inclusive culture we want."*

Simrit Sandhu, President, Spend Management, Vizion

*"I want to see us have more focused conversations about inclusion within our teams. There is power in our ability to have smaller, more intimate conversations with leaders who are all working in the same business unit."*

Marshall Leslie, President, Consulting, Vizion

*"As a DNA executive sponsor, I know that there was always the desire to better connect those groups to the business. This new model allows us to provide more visibility to our DNA groups."*

Bharat Sundaram, President, Data and Digital, Vizion

**As we approach 2025 and the close of our five-year plan, we are preparing for what's next.** Here's how we will proactively evolve our strategy.

We will work within our team and with respected external partners to leverage a wealth of industry perspective, data and insights and evidence-based leading practices to inform our next chapter.

We will expand our strategic focus to include more dimensions of diversity.

And we will shift our strategic implementation and accountability into our business units. Through our new council structure, we will integrate this work throughout the enterprise and engage business leaders and people managers to chart the course. Our continued success depends on it.

We hope you'll join us.



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