

vizient[®]

Making
healthcare
better, together

Corporate Responsibility FY 2024





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Letter from **Byron**

Healthcare is under pressure. Providers are managing rising complexity, constrained resources and shifting patient expectations, among other challenges. But the need for progress hasn't changed and providers will continue to pursue the delivery of compassionate, appropriate and excellent care to every patient.

At Vizient, our role is clear: doing everything possible to accelerate and improve client performance to enable providers to do what they do best—provide high-quality, cost-effective care. We deliver the data, insights and expertise that help organizations strengthen operations, improve outcomes and drive sustainable impact.

The 2024 Corporate Responsibility Report reflects how we put that commitment into action. It represents the collective efforts of clients, suppliers, community organizations, partners and employees. You'll see how we support supply chain resiliency, workforce wellbeing and community health. How we help organizations build more reliable and efficient systems of care, ready to meet the evolving needs of their communities. And how we take responsibility for long-term impact, from the clients we support to the planet we all share.

Thank you to everyone who contributes to this work. Together, we're building a strong path forward for healthcare.

Byron Jobe, president and chief executive officer



“

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”

—Byron Jobe, president and chief executive officer



Meet Vizient

We work with leading providers to solve the toughest challenges facing healthcare, together.

At Vizient, we help our clients achieve their goals for strategic growth, clinical and operational excellence and financial sustainability. Our client-first approach, led by healthcare experts and powered by data and technology, scales and customizes to meet each provider's unique needs. For over 40 years, we've supported top providers in their mission to deliver high-value care to the patients that depend on them. It's a legacy we continue to build upon.

We help providers achieve what matters most:



Strategic growth

Positioning providers to win in their market against traditional and non-traditional competitors



Operational and clinical excellence

Improving operations and clinical quality with unmatched data and peer analytics



Financial sustainability

Reducing costs through integrated expense management focused on overall value

“Scale, data and expertise are powerful tools. But what defines Vizient is how we partner with clients to use those assets to make meaningful progress.”

—Byron Jobe, president and chief executive officer






Company snapshot 2024:

- ✓ **48 years** serving as a trusted partner
- ✓ Headquarters in **Irving, Texas**
- ✓ **13 offices** across the U.S.
- ✓ Acquired **Kaufman Hall**
- ✓ **5,025 total employees**



Business snapshot 2024:

 Our clients	 Clinical value	 Business value
97% of academic medical centers in the U.S.	150M+ deidentified patient records	\$156B annual purchasing volume and 200+ healthcare sourcing experts
69% of acute care hospitals in the U.S.	700+ expert consultants including clinicians and doctorates in data, science and medicine	99.8% annual retention rate for group purchasing clients
17 of the top 20 hospitals on U.S. News & World Reports' Honor Roll	17,000+ healthcare leaders in peer collaboration networks	700,000+ unique products across nearly 500 categories

Accelerating collective intelligence

The future of healthcare relies on collective intelligence—the synergy of human expertise and technological innovation.

Vizient intentionally invests in both advanced AI and strategic team development and growth, ensuring that both technology and people work together to drive smarter and more efficient solutions, better care and industrywide transformation.



Human-Centered AI

Vizient is on a mission to become an AI-native organization by 2026—strategically evolving our teams, processes and platforms into a dynamic self-improving ecosystem. At the same time, working in healthcare demands privacy, precision and the utmost care. At Vizient, rather than positioning AI and humans as rivals, we built a human-centered AI strategy—where computational power amplifies human capability. This model keeps human judgment at the center of determining how and where AI delivers the most value.

Accuracy

Generative AI is only as good as the training data and prompts that shape it. At Vizient, we offer workforce training on prompt engineering to limit hallucinations and elicit more accurate, reliable responses. Our training also covers the mechanics of bias and how to leverage their expertise to identify and remove inaccuracies.

In the spirit of collective intelligence, we don’t rely on people alone. We use a custom ChatGPT Enterprise model to help team members maintain accuracy by performing data validation and quality checks, verifying calculations, identifying duplicate records and confirming line counts to ensure data integrity.

Training

Our “Generative AI Dojo” is the foundation of AI training at Vizient—a structured, scalable learning environment that incorporates behavioral science and game theory to accelerate team adoption. Employees progress through four skill levels, from AI basics to advanced ‘black-belt’ capabilities like developing their own custom GPT and designing AI-powered client solutions. Training is tailored to specific employee personas to ensure relevancy, while the curriculum focuses on transferable skills like prompt engineering to maximize efficiency. Those who complete the program become trainers themselves. Moving forward, role-specific communities of practice provide ongoing advancement and peer support. In 2024, leading global research firm Gartner featured our human-centered generative AI strategy and rollout in a [case study promoting best practices](#).

AI Training Metrics¹

Adoption	Productivity	Satisfaction
<ul style="list-style-type: none">• 85% adoption of Microsoft Copilot• 72% adoption of ChatGPT Enterprise	<ul style="list-style-type: none">• 50+ AI-optimized workflows improve productivity• 35% faster problem-solving• 80% increase in code clarity for engineers	<ul style="list-style-type: none">• 4.1 out of 5 average experience rating• 8.1 out of 10 average peer recommendation rating



100% completion

of training and assent to internal use policy by Vizient enterprise AI users



Governance

Governance is built into every layer, from strategy to execution. Our AI Strategy Team, backed by cross-functional leadership, ensures AI adoption is thoughtful, secure and aligned with business needs. At the policy level, our Generative AI Internal Use Policy establishes clear guidelines for responsible AI use, emphasizing ethical considerations and data privacy. Vizient's AI Governance Council, a multi-disciplinary team comprised of representatives from key departments across the enterprise, provides comprehensive oversight and strategic guidance for the use of generative AI systems at Vizient. Our Digital Employee Experience Researcher and AI Solutions Partners bridge human-machine collaboration, supporting employees to put policy into practice. And finally, all employees must complete annual training on Vizient's Generative AI Internal Use Policy and formally attest to compliance. Each team member is required to review AI-generated content to ensure outputs are accurate, fair and legally compliant—proactively mitigating bias and ensuring company standards.

Privacy and security

Vizient does not permit third-party generative AI vendors to train their models on Vizient data or our customers' data. Our workforce is prohibited from entering protected health information (PHI) or personally identifiable information (PII) as inputs to any generative AI system without the prior approval of the Vizient legal team. To protect sensitive data and maintain security, Vizient employees only utilize vetted, approved generative AI systems, including those from OpenAI and Microsoft. This ensures company data remains private and secure within enterprise-grade environments.

Custom GPT Hackathon

In the summer of 2024, Vizient hosted the Custom GPT Hackathon, bringing together 330 participants and 98 teams from our Data and Digital team to solve real-world problems, streamline business processes and drive technological advancement. Participants competed in categories such as Revenue Driver, Most Creative, Culture Carrier and Biggest Time Saver. Judges from OpenAI expressed that our group had built some of the most sophisticated custom GPTs they had yet seen and invited Vizient engineers to present their builds at OpenAI's headquarters in San Francisco. Hackathons like this one help to reinforce a culture of innovation, collaboration and speed, providing proof and inspiration that anyone in the company can build custom AI solutions.

One example of the many innovations developed by employees includes a custom GPT designed by the pharmacy team to automate the standardization and validation of drug codes, reduce manual work and improve accuracy. This proof-of-concept solution promises to significantly reduce the time required for charge description master (CDM) cleanup, freeing up analysts for more strategic tasks.

Sustainability

Vizient has begun examining how to track and manage its AI-related energy usage to better understand consumption and impact. Our AI policy asks employees to use the most appropriate AI models for the task at hand, which has the effect of incorporating energy efficiency into AI usage. While larger reasoning models require more power, most day-to-day tasks rely on lower-energy models like GPT-4o, which is set as the default model unless otherwise specified by the employee.

Onward

To become an AI-native organization by 2026, we have to integrate AI into cross-functional processes and scale use cases organization-wide. To get there, we are now focusing on developing agentic integration to empower Vizient to deliver higher quality insights, faster.



Mentorship

Mentorship at Vizient isn't just about professional development at the individual level—it's about empowering employees to lead, innovate and support one another in a culture of learning and cross-functional collaboration.

Through structured mentoring relationships, employees gain access to experienced colleagues who help them navigate challenges, build expertise and identify development opportunities. In 2024, our program engaged 722 participants, with 372 matched pairs, collectively investing 2,726 hours in growth and development. Participants consistently reported satisfaction, with mentors rating their experience at 4.5 out of 5 stars, and mentees giving an even stronger 4.8 out of 5 stars. Structured mentorship strengthens our team capacity by building critical expertise, connection and resilience while expanding internal talent pipelines, engagement and retention.

“As a mentor, I expected to share knowledge and guidance, but what I did not expect was how much I would learn in return. It reminded me of the power of intentional connection and how much insight comes from simply listening and engaging across different areas of our organization.”

—Daniela Molnau, vice president, consulting

Kaufman Hall

In August 2024, Vizient acquired Kaufman Hall, the leading financial advisory firm for the healthcare industry. This strategic acquisition reinforces our commitment to leadership, integrating Kaufman Hall's deep financial expertise with Vizient's unmatched clinical, operational and market insights. As an integrated team, we're advancing how healthcare organizations optimize revenue and cost, enhance clinical quality, strengthen financial resilience and drive transformative partnerships, mergers and acquisitions.





Corporate responsibility strategy

Our corporate responsibility centers on people, the places we live and the planet we all share.

Vizient has a responsibility to model leading environmental, social and governance practices within our own organization. But we have an even greater opportunity to leverage our unique market position to motivate the entire healthcare sector toward sustainability and transparency.

Strategy

Vizient regularly conducts materiality assessments to identify the issues that matter most to key internal and external stakeholders. This process includes engaging an independent advisory group to interview a cross-section of our team, providers, suppliers, partners and external thought leaders—benchmarking against peers and industry leaders. We also conduct in-depth analyses to assess the maturity of our programs and practices relative to top-performing organizations. These insights shape our social, environmental and governance priorities: People, Places and Planet.

People



Healthcare is about people. Everyone—no matter who you are or where you live—deserves the same opportunity to live a whole and healthy life.

Vizient's responsibility

- Promote health
- Drive engagement

Places



Where we live matters. It determines our ability to thrive—to access food, care, education, jobs and clean air. And it determines our ability to survive—to weather acute natural disasters and navigate chronic disruption.

Vizient's responsibility

- Invest in communities
- Improve resilience

Planet



Our health depends on the health of the planet. From toxic chemicals in drinking water to lethal rising temperatures, the environment shapes health outcomes. But as a sector, we can make healthier choices.

Vizient's responsibility

- Empower decarbonization
- Protect resources



“As a healthcare improvement company, we're committed to supporting the people, systems and communities that advance care—and to ensuring our impact is sustainable for the future.”

—Byron Jobe, president and chief executive



Governance

The Governance, Nominating and Compliance Committee of the Vizient Board of Directors is responsible for the organization’s corporate responsibility efforts. The Committee meets quarterly, engaging on corporate responsibility topics annually, at a minimum. The chief people officer is the executive responsible for overall management, collaborating closely with the chief culture, belonging and impact officer, who also provides regular updates to the leadership team. The associate vice president of corporate social responsibility is solely dedicated to driving community impact and environmental sustainability forward. As these issues pertain to the entire organization, day-to-day management is integrated into business units, operations and functions.

Reporting

This is Vizient’s 14th Corporate Responsibility report. We use leading frameworks to structure our reporting, including: the Global Reporting Initiative, Sustainability Accounting Standards Board and Task Force on Climate-related Financial Disclosures. The boundaries of this report cover our entire organization. Performance data covers the 2024 calendar year and is limited to Vizient, Inc., unless otherwise noted. AI technology supported the creation of this report to help ensure brand compliance.

Stakeholders

Vizient’s strength has always come from our ability to build partnerships, coalitions and trust. The challenges facing healthcare are bigger than any single organization, and real progress requires proactive collaboration across the value chain.

Stakeholders	Priority topics	Engagement examples	
Employees	<ul style="list-style-type: none">• Business strategy, management updates and industry news• Workplace engagement, safety, learning and wellness• Employee development and training	<ul style="list-style-type: none">• Town halls• Quarterly pulse surveys	<ul style="list-style-type: none">• Annual employee survey• Leadership listening sessions
Providers	<ul style="list-style-type: none">• Best practices related to provider performance• Collaborative solutions to industrywide challenges• Updates on development of Vizient offerings and strategy	<ul style="list-style-type: none">• Vizient Connections Summit and other annual events• Member Networks• Performance Improvement Collaboratives	<ul style="list-style-type: none">• Provider councils such as the Environmental Advisory Council and Sustainability and Responsible Sourcing Advisory Council• Provider Advisory Committee to the Vizient Quality Awards
Suppliers	<ul style="list-style-type: none">• Best practices related to supplier operations and transparency• Collaborative solutions to industrywide challenges• Updates on development of Vizient offerings and strategy	<ul style="list-style-type: none">• Vizient Connections Summit and Supplier Forum• Supplier Environmental Sustainability Task Force• Responsible Sourcing Expo	<ul style="list-style-type: none">• Quarterly and annual business reviews• Supplier engagement teams and category managers• Supplier Dashboard platform
Communities	<ul style="list-style-type: none">• Social drivers of health• Local challenges and community-based solutions• Opportunities for Vizient to support community health, prosperity and resilience	<ul style="list-style-type: none">• Community conversations• Educational webinars• Strategic grantmaking	<ul style="list-style-type: none">• Community partnerships• Employee volunteering and donations
Government	<ul style="list-style-type: none">• Healthcare supply chain• Efficiency and value in healthcare• Drug costs, pricing and shortages• Medicare and Medicaid• Nonprofit healthcare tax issues• Healthcare workforce policies	<ul style="list-style-type: none">• Congressional briefings and responses to requests for information• Comment letters	<ul style="list-style-type: none">• Legislative endorsements• Direct advocacy
Industry	<ul style="list-style-type: none">• Business trends and insights• Collaborative efforts to create industrywide change in line with our business goals and corporate responsibilities	<ul style="list-style-type: none">• Chemical Footprint Project: signatory and membership• Collective Healthcare Action to Reduce MedTech Emissions: co-chairing• End Drug Shortages Alliance: co-founding and membership• Healthcare Group Purchasing Industry Initiative: membership	<ul style="list-style-type: none">• Healthcare Industry Resilience Collaborative: membership• Healthcare Supply Chain Association: membership• Health and Human Services Health Sector Climate pledge: signatory• National Academy of Medicine (NAM) Climate Collaborative: member



People

Healthcare is about people.

Everyone—no matter who you are or where you live—deserves the same opportunity to live a whole and healthy life. That's why it's our responsibility to promote health for all.



Promote health

Health is vital, but it's not an easy business.

Vizient collaborates with a majority of the nation's providers to solve impossible challenges and advance quality care. Providers share clinical, operational and financial data. In turn, our consultants decipher this complex information to deliver a clear picture of organizational performance and make recommendations to improve the quality of care.





Employee benefits

Vizient designs our whole-person approach to employee benefits based on competitive benchmarking, employee feedback, utilization trends, scientific research and our values.



Physical health

Exercise, nutrition, sleep, energy management

Mental resilience

Focus, emotional intelligence, growth mindsets, healing



Community

Belonging, community contributions and relationships

Meaningful work

Purpose, job design, work/life balance, lifelong learning



Healthy environment

Safe, healthy and supportive workplaces, sustainable living

Financial wellbeing

Financial literacy, stability, retirement planning



Here are just a handful of programs that were new in 2024.

Enhanced parental leave

According to the Journal of the American Medical Association Pediatrics, **studies** show that paid family leave positively impacts babies, including up to a 33% reduction in respiratory infections in infants. Now, mothers are eligible for up to eight weeks of maternity leave and 16 weeks of parental leave, to be taken within nine months of the child's birth. This positions Vizient in the top 6% of employers, according to Gallagher's national benchmarking.

New onsite vaccinations

Vaccination is the most effective protection against severe illness and death for individuals and communities. In September and October 2024, Vizient offered onsite flu and Tetanus (TDAP) shots for employees and dependents through local partners. The program also provided discounted wellness services not covered by insurance, including Vitamin B12 shots, Lipotropic B+ shots and Vitamin D shots.

Enhanced pain management benefit

We now offer coverage for treating muscle and joint pain with Airrostri, with a 20% coinsurance per visit after the deductible.

Increased life and AD&D benefits

We more than doubled the maximum payout benefit for life and accidental death and dismemberment insurance, now two times an employee's base pay up to a maximum of \$1.5 million.

Increased 401(k) Match

Vizient increased its match to employee 401(k) contributions from 5% to 6%. For every dollar an employee contributes up to 10% of their base pay, Vizient now contributes 60 cents.

New paid holiday

Since Juneteenth is a federal holiday, we made June nineteenth a company holiday. We increased our annual paid holidays from nine to 10 and one floating holiday.

Expanded supplemental coverage

Vizient now offers supplemental accident, critical illness and hospital indemnity insurance coverage for in-network attorney fees for common legal matters and identity theft protection.



Patient care

Defining quality care

What does the highest quality care look like? How do you measure it? Every year, Vizient's Quality and Accountability Study and Ratings identify and celebrate healthcare organizations that excel across six domains: safety, mortality, effectiveness, efficiency, patient centeredness and variation in care. The study factors in measures from the Vizient Clinical Data Base and includes performance data from the Hospital Consumer Assessment of Healthcare Providers and Systems survey and the Center for Disease Control and Prevention's National Healthcare Safety Network.

Areas of excellence

Vizient defines clinical quality using six area domains.

SAFETY

Preventing harm to patients during care as measured by risk-adjusted observed-to-expected frequency of specific adverse events and infections, such as pressure ulcers and collapsed lungs

MORTALITY

Avoiding inpatient deaths as measured by the observed-to-expected mortality rates across specialties like cardiology, neurology and oncology, among others

EFFECTIVENESS

Restoring patient health as measured by readmission rates and the number of excess days patients spend in the hospital beyond what is expected for their condition as well as appropriate use of clinical resources

EFFICIENCY

Effectively managing resources to deliver care as measured by observed-to-expected cost and length of stay ratios

PATIENT CENTEREDNESS

Delivering patient satisfaction as measured by their experience of care, communication with their care team, facilities cleanliness and discharge process

VARIATION IN CARE

Minimizing disparities in outcomes across demographics as measured by performance across various incidents such as sepsis mortality and maternal transfusion rates

Quality awards

Vizient recognizes top performers for their excellence across those six domains of care with **awards** for clinical quality. We honor providers in four categories or cohorts, enabling the identification of incredibly relevant best practices so that similar providers can accelerate their improvement.

“Top performers chart an intentional path to achieve their goals and by using data and analytic insights to identify opportunities and, more importantly, best practices. They also share their successes, challenges and lessons learned with peers and colleagues across the country. In doing so, they elevate care across the industry. We celebrate these organizations and honor their accomplishments and commitment to delivering cost-effective, high-quality patient care in their communities.”

—Julie Cerese, senior vice president, performance management and national networks

Clinical and experience data integration

In 2024, Vizient launched a strategic partnership with Qualtrics to redefine how healthcare organizations measure, predict and improve performance. By integrating Vizient's quality ratings and Vizient Vulnerability Index data with Qualtrics' patient experience insights, this collaboration moves beyond siloed, retrospective measurement, introducing a more dynamic, forward-looking approach. Leveraging research-backed predictive experience models, organizations can anticipate patient outcomes, optimize clinical performance and drive proactive interventions based on evolving insights.

In partnership with University of Utah Health, Memorial Hermann Health System and Stanford Health Care, we piloted this approach, uncovering direct links between clearer provider communication and reduced emergency visits, complications and readmissions. These findings, presented at the Vizient Connections Summit, have gained significant attention from healthcare leaders.

This collaboration is laying the foundation for a new era of patient experience measurement—one that aligns care with patient-centered principles, enhances operational efficiency and drives continuous improvement.



Improving performance

Blueprint for top performance

In 2024, Vizient published a **report** identifying five common behaviors shared by all providers who consistently top Vizient's Quality and Accountability **rankings**. For this publication, we interviewed executives from industry frontrunners like Froedtert ThedaCare Health, UCLA Health, Endeavor Health, Houston Methodist, and Mary Washington Healthcare. We also drew insights from our CEO Networks, a critical forum for peers at the top to share strategies, tackle challenges and exchange best practices. Here are the takeaways.

“CEO Network meetings highlight the practical and innovative ways in which peers are tackling common challenges. Not only is this relevant for me—it is just as useful for other leaders within my organization. I have found the more we put in, the more we get out.”

—Kenneth Holmen, MD, president and CEO, CentraCare

01

Culture comes first

A strong internal culture is the foundation of high performance. Leaders emphasized that aligning staff with organizational values fosters engagement, shared accountability and resilience. Houston Methodist, for example, has built a culture of excellence through initiatives like its annual “Pathway to Unparalleled” sessions, ensuring staff across the system remain aligned with key goals. As noted by Dr. Marc Boom, president and chief executive officer of Houston Methodist since 2012, you have to “get the culture right before you can get everything else.”

02

Always be benchmarking

Top-performing organizations continuously measure themselves against peers and internal goals to drive improvement. Vizient's Clinical Data Base (CDB) and Operational Data Base (ODB) have been critical tools in identifying performance gaps, reducing variation, and aligning clinical outcomes with patient-centered goals. One key example is a West Coast CEO cohort that used data from Vizient's AI benchmarking study to compare their organization's AI initiatives to both regional and national benchmarks, identifying strengths and opportunities for further innovation.

03

Promote systemness

As health systems expand, maintaining consistency in quality, care and culture across multiple locations is critical. Endeavor Health's leadership underscored the importance of systemness—breaking down silos and creating a coordinated go-to-market approach to ensure operational cohesion. By emphasizing shared accountability across the system, leaders reinforced a unified standard of care.

04

Embrace innovation

High-performing organizations embrace strategic partnerships and digital health solutions to advance patient care. Froedtert Health, in collaboration with the Medical College of Wisconsin, launched Inception Health, a subsidiary focused on leveraging digital technology to improve health outcomes at both the individual and community levels.

05

Commit to health for all

Healthcare for all remains a cornerstone of high performance, with leading organizations developing targeted programs to address social drivers of health. UCLA Health's Homeless Healthcare Collaboration exemplifies this commitment, reducing emergency department visits among unhoused patients by 32% through localized, accessible care solutions. These initiatives demonstrate how tailored community engagement can improve both patient outcomes and systemwide efficiency.



Performance improvement program results

Vizient’s performance improvement programs connect providers with robust clinical data, expert consultants and an incredible community of peer practitioners. In these incubator-like settings, participants collaborate to tackle complex challenges, design and execute interventions and measure and share results.

Top performing organizations participate in three to four programs every year.

ANNUALIZED CLINICAL RESULTS OF 2024 PERFORMANCE IMPROVEMENT PROGRAMS



A CLOSER LOOK: TRANSITIONING HIGH-RISK PATIENTS

Managing high-risk patient transitions after discharge is a growing challenge, especially with nurse staffing shortages and hospital capacity constraints. By implementing new practices, such as creating specialized care teams and addressing the underlying social drivers of health, this performance improvement program cohort collectively avoided 1,004 patient readmissions per year. Why does avoiding readmission matter? It means patients are properly treated and remain healthy. It means capacity is being opened up for critical cases. And it means operational efficiencies ease pressures on margins.





Supporting care teams

Culture of safety and high reliability

Establishing a culture of safety and high reliability within a care team requires the adoption of specific mindsets, behaviors and systems. And the benefits are worth the effort; a strong safety culture correlates to **lower medical errors, improved patient outcomes and reduced provider burnout**. And organizations that embrace high reliability show better teamwork, higher patient satisfaction and fewer adverse events.



Vizient actively promotes high-reliability strategies by integrating real-time data, communication tools and benchmarking insights to help hospitals sustain safety and performance improvements. In 2024, Vizient expanded provider adoption of its Learning & ENGagement System (LENS) product, a web-based dashboard that streamlines communications and enhances transparency with automated tracking, bidirectional communication and real-time data visualization that easily integrate to workflows. Its impact is clear—for every 20 additional active LENS users annually, burnout decreases by 5%.



For every 20 additional active users, Vizient's LENS product **decreases team burnout by 5%**

Continuing education

Vizient's continuing education program received a four-year reaccreditation from the Joint Accreditation for Interprofessional Continuing Education (IPCE) in 2024. Vizient offers over 500 accredited activities annually to its provider clients, focusing on improving skills and patient outcomes.

CONTINUING EDUCATION IN 2024



500+
accredited
activities



26,928
credits awarded



\$8M
value



Advanced research

Each year, hundreds of Vizient experts with medical, data science and other scientific degrees collaborate with providers and partners to advance our collective knowledge and evidence-based best practices. In 2024, Vizient data insights contributed to research that resulted in 98 publications in peer-reviewed journals and abstract presentations at national healthcare meetings. In addition, the **Vizient Research Institute**, which conducts studies for our providers, also publishes reports and articles, and **podcasts** at no cost to the public.

Vizient co-authored 98 publications in peer-reviewed journals.

Clinical safety improves in 2024

The American Hospital Association (AHA)'s Patient Safety Initiative leverages Vizient's Clinical Data Base to track real-time hospital performance across 715 acute care hospitals. A 2024 analysis by **Vizient and the American Hospital Association** found that hospitals have made significant gains in patient safety, surpassing pre-pandemic levels. Hospitalized patients were 20% more likely to survive than expected, compared to Q4 2019—surpassing pre-pandemic performance levels, even while treating a sicker, more complex patient population. Using these findings, the AHA estimated that hospitals nationwide saved approximately 200,000 additional lives between April 2023 and March 2024. Rates for central line-associated bloodstream and catheter-associated urinary tract infections declined, and preventive cancer screenings increased by 60%-80%, highlighting a stronger focus on proactive care.

Rural patients have safer deliveries in rural facilities

In 2024, Vizient co-authored research that resulted in the publication of a **study in *Rural and Remote Health*** challenging the common assumption that rural hospital deliveries carry greater maternal health risks. Analyzing 214,296 patients from 571 rural ZIP codes, researchers found no significant difference in overall maternal complications between rural patients who delivered in rural versus urban hospitals. However, when excluding blood transfusions, rural patients who delivered in urban hospitals experienced higher rates of complications than those delivering in rural facilities. This suggests that while overall outcomes appear similar, certain risks may be greater in urban hospital deliveries for rural patients. These findings reinforce the importance of strong, localized, accessible and high-quality care closer to home.

Gaps in behavioral healthcare hinge on payer status

A 2024 **Vizient Research Institute study of 12 million covered patients across 14 states** found that Medicaid patients received significantly different behavioral health treatment than commercially insured patients. Medicaid patients were twice as likely to receive only pharmaceuticals without psychotherapy. Among females 17 and under with anxiety and personality disorders, 14% of Medicaid patients received medication alone, compared to 6% of commercially insured patients. Meanwhile, 66% of commercially insured patients received psychotherapy with or without medication, versus 50% of Medicaid patients. Medicaid patients also visit emergency departments for behavioral health two to six times more often than commercially insured patients—and are more likely to require multiple return visits. The report concluded with a call to expand early access to behavioral health services through social workers, nurse practitioners and physician assistants to improve outcomes and reduce costs. In 2024, Vizient provided feedback to the Centers for Medicare & Medicaid Services, advocating for payment reforms, reduced administrative burdens and improved patient access to care.





Frontier innovations

“None of us in healthcare can rest on our laurels—we must continue to evolve.”

—Dr. David Levine, chief medical officer

Artificial intelligence

AI is transforming healthcare operations by streamlining administrative tasks, easing the burden on care teams, improving diagnostics, strengthening patient care and driving more equitable access. Vizient’s **Pediatric Tech Watch** shares details on emerging best practices. Here are some select highlights.

- ✓ **Ambient listening technology** allows physicians to focus on patients rather than screens by transcribing clinical interactions in real time and automating documentation within the electronic health record. This reduces administrative burdens, which according to Becker’s Health cost the U.S. healthcare system \$1 trillion annually.
- ✓ **AI-powered imaging and diagnostics** is on the rise, with nearly 400 FDA-approved AI algorithms in radiology, as reported by the American Hospital Association. This helps providers prioritize scans, enhance accuracy, identify early warning signs and accurately diagnose rare and chronic diseases. For example, in a case study from Pediatric TechWatch, a Pennsylvania children’s hospital used AI to improve diagnostic accuracy for ear infections to 93%, compared to 30–84% for clinicians alone.
- ✓ **Remote patient monitoring** leverages smart devices—such as glucose monitors and electronic respiratory sensors—to provide continuous tracking of vitals, allowing physicians to intervene as needed. This technology is particularly critical for rural communities, where the patient-to-physician ratio is just 39.8 per 100,000 compared to 53.3 per 100,000 in urban areas, according to the National Rural Health Association.
- ✓ **Risk identification tools** leverage AI to identify at-risk patients and focus intervention resources. For example, a Colorado children’s hospital is developing a tool to identify patients at risk of suicidal ideation.



A CLOSER LOOK: AI IMPROVES ONCOLOGY CARE

Rutgers Cancer Institute and Robert Wood Johnson University Hospital, a 600-bed academic medical center (AMC) with a specialized oncology unit, focused on reducing the length of stay (LOS) for oncology patients. Leveraging the Vizient Vulnerability Index, Vizient’s length of stay methodology and observed-to-expected index, the team created a novel predictor tool for hematologic oncology patients. The team shifted physician engagement, created a transition specialist team and significantly improved care coordination. Powered by Vizient, this team reduced patient length of stay by 24%.



Cell and gene therapy

Emerging cell and gene therapies offer unprecedented hope for patients with genetic disorders, but their implementation is complex. Providers must navigate patient selection, limited treatment capacity, post-treatment care and high costs, with many therapies exceeding millions per treatment. Success requires seamless coordination across pharmacy, finance, medical teams and payers. Vizient helps providers strategize, operationalize and finance these groundbreaking patient treatments—ensuring they can deliver advanced therapies while maintaining financial sustainability and equitable access. In 2024, Vizient significantly expanded its cell and gene therapy (CGT) initiatives to help healthcare providers navigate this rapidly evolving space. Here are the highlights.

- ✓ **Hosted its inaugural Cell, Gene & Specialty Symposium**, bringing more than 65 providers from leading institutions, like Memorial Sloan Kettering, Mayo Clinic and St. Jude Children’s Research Hospital, together with 20 suppliers. The three-day event in Atlanta featured six general sessions, 10 specialized presentations and expert panels covering financial challenges, payer coverage, treatment center qualifications, and equitable patient access.
- ✓ **Launched the CGT Network**, fostering peer-to-peer learning and industry collaboration. The network is currently developing exclusive educational resources, clinical database frameworks and sales collateral to support CGT adoption.
- ✓ **Published an industry readiness report and checklist** based on survey insights from practitioners.
- ✓ **Provided guidance to make medication more accessible** by tracking over 250 medications in development, ranging in cost from \$500,000 to \$4.5 million per dose, and creating clinical and financial forecasts. We also provided guidance on payer strategies, drug approval pathways and reimbursement challenges, while also addressing supply chain logistics, workforce considerations and regulatory compliance.
- ✓ **Championed CGT across the industry** with over 15 presentations at key conferences, including Vizient’s Pharmacy Business Council, the Advanced Therapies Conference, and the American Society of Health-System Pharmacists Midyear Meeting and Exhibition. We also published articles in *Becker’s* and *Managed Healthcare Executive* on the pricing trends, access and challenges facing providers of cell and gene therapies.



Visibility and adoption

Part of our **Innovative Technology Program**, the annual Innovative Technology Exchange offers selected suppliers the opportunity to demonstrate their technologies to supply chain and clinical leaders from Vizient provider customers and subject matter experts who serve on Vizient customer-led councils. Selected suppliers highlight how their product advancements improve clinical outcomes, enhance safety or drive incremental improvements to healthcare delivery or business models. The event is part of a process that can earn candidates a Vizient Innovative Technology contract or designation.



Health access

Everyone should have the opportunity to attain their full health potential, and no one should be prevented from achieving this potential because of social drivers of health.

Data-driven interventions

The **Vizient Vulnerability Index™** continues to be a critical tool for targeting interventions to improve clinical outcomes for historically at-risk communities. With 43 variables across nine domains, the index offers a hyperlocal view of community health risks, allowing providers to identify patterns in resource utilization, health outcomes and cost drivers—and target upstream programs that support the social drivers of health. Below are our updates from 2024.

- Enabled over 1,300+ hospitals to apply insights at the point of care
- Promoted the index through industry gatherings, including for the American Hospital Association, the National Association of Health Data Organizations, the Institute for Healthcare Improvement, and the Health Management Academy
- Championed the index at the **Healthcare Innovation Expo**, engaging more than 40 lawmakers and staff on Capitol Hill

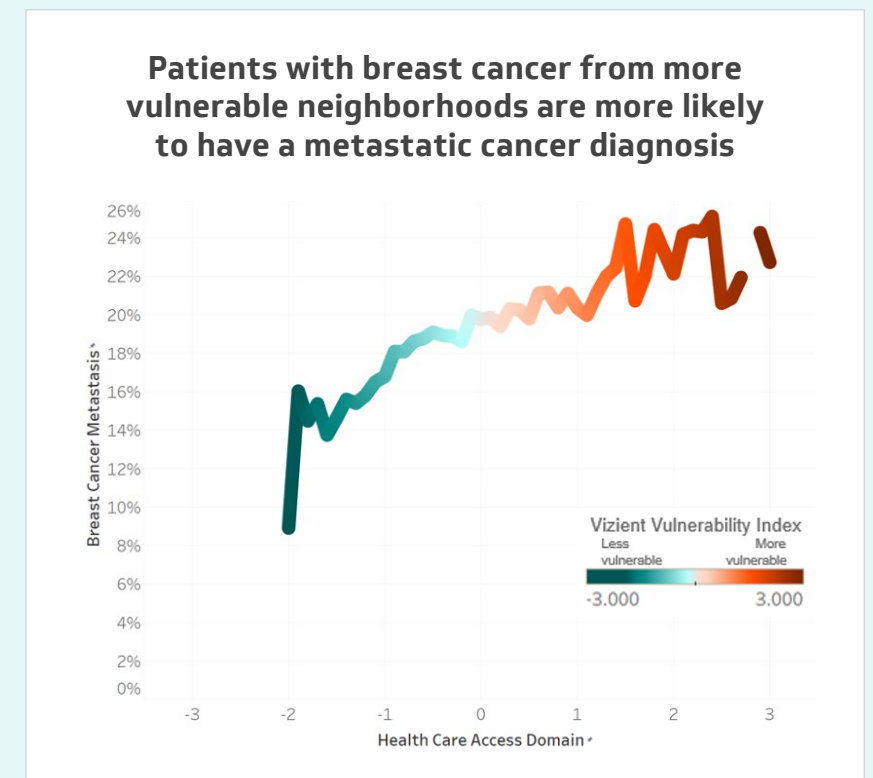
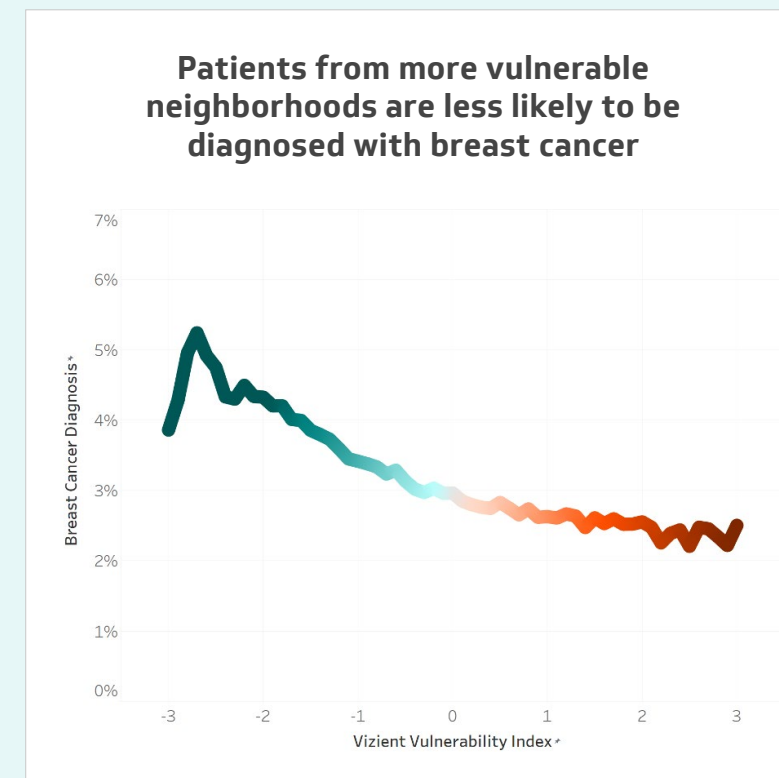
A CLOSER LOOK: VIZIENT VULNERABILITY INDEX INFORMS COMMUNITY INVESTMENT

Vizient provided an analysis to the University of Kentucky, citing that residents of Lexington’s 40508 ZIP code live, on average, 11 years less than those in other parts of the city—largely due to limited access to healthcare. Three Lexington organizations took Vizient’s data as a call to arms. Lexington Rescue Mission, Isaiah House, and Jubilee Jobs joined forces to provide essential services under one roof, creating a centralized hub for food assistance, primary care, physicals, immunizations, behavioral health services and job support—all under one roof.² “That’s why this project is so critical,” says Jubilee Jobs chief executive officer, Mason King. “For the first time, primary care services will be available on-site to help close that gap.”

A CLOSER LOOK: COMBATING BREAST CANCER DISPARITIES

According to the American Cancer Society, U.S. breast cancer mortality has declined by 44% since 1989—but our research finds that not all groups have benefited equally. Insights from the Vizient Vulnerability Index and Vizient research **underscore deep disparities in breast cancer outcomes**, finding that socio-economic and geographic factors strongly correlated to limited access to early detection and treatment. Black women face a 38% higher mortality rate than white women, and American Indian/Alaska Native women have seen no decline in death rates over recent decades. Additionally, only 58% of breast cancers in Black women are diagnosed at an early stage, compared to 68% in white women, increasing the risk of poor outcomes. Social drivers of health play a critical role in who receives timely screenings and treatment. Transportation, childcare, insurance status, and economic stability impact access to care, while historical distrust of the healthcare system further discourages preventive screenings in some communities. LGBTQ+ patients, individuals with disabilities, and people facing housing insecurity also experience lower screening rates and higher barriers to care.

To close these gaps, Vizient encourages providers to use its Vizient’s Vulnerability Index to target interventions where they are needed most, such as mobile mammography programs, fast-track diagnostics, and integrated breast care centers that streamline patient pathways from screening to treatment. Workforce initiatives and culturally competent outreach build community trust and improve screening rates. Vizient’s advocacy—including support for the Find It Early Act (H.R. 3086), which mandates insurance coverage for breast cancer screenings with no patient cost-sharing—is critical to ensuring early detection for all populations.





Research into systemic gaps in care

In 2024, 18 Vizient-authored research abstracts leveraging the Vizient Vulnerability Index were accepted at six national industry meetings. Topics ranged from maternal intensive care disparities to the hidden burden of pediatric dental emergencies, the impact of missed medical appointments, and the financial rationale for investing in high-need ZIP codes. This research exposes systemic gaps in care and provides data-driven insights to drive meaningful change.

IN 2024, SIX NATIONAL MEETINGS ACCEPTED VIZIENT'S HEALTH ACCESS RESEARCH:

- American Academy of Pediatrics Annual Meeting
- Academy Health 2024 Annual Research Meeting
- Institute for Healthcare Improvement (IHI) Annual Forum
- American Hospital Association Advancing Health Equity Conference
- Society of Hospital Medicine
- American Public Health Association Annual Meeting

A CLOSER LOOK: RESEARCH ON TYPE 2 DIABETES

With nearly 50% of U.S. adults—136 million people—living with diabetes or prediabetes, the need for targeted interventions has never been greater. A 2024 Vizient **report**, developed through the Medicare Data Sharing for Performance Measurement Program (Qualified Entity Program), found that patients aged 18-49 with type 2 diabetes (T2D) living in high-social-needs neighborhoods experience twice the rate of emergency department visits and inpatient admissions compared to their peers living in less vulnerable areas. Additionally, Medicaid patients residing in high social needs ZIP codes had significantly lower rates of primary care visits (over 10% lower), reduced access to diabetes prevention services (over 20% lower), and higher complication rates across all age groups compared to Medicaid patients from lower-needs areas. Furthermore, using Medicare fee-for-service claims data, Medicare Advantage, commercial, and Medicaid insights, along with the patent-pending Vizient Vulnerability Index, the analysis highlights gaps in early intervention and chronic disease management. For example, Medicaid patients in high-vulnerability ZIP codes are less likely to have a primary care physician (>10% lower) or engage diabetes prevention services (>20% lower), while having higher complication rates across all ages compared with Medicaid patients from low-vulnerability ZIP codes. Only 16% of at-risk young adults in high-vulnerability areas received preventive services, compared to 39% in low-vulnerability areas, and T2D patients without early primary care visits had 5.4% higher complication rates within five years. These insights help providers target interventions that reduce avoidable emergency department visits and hospitalizations and improve long-term outcomes.

A CLOSER LOOK: NOVANT'S COMMUNITY HEALTH WORKER PROGRAM

Novant Health's Community Health Worker (CHW) program leverages Vizient to reduce emergency department visits, improve medication adherence and strengthen community trust. Since 2019, Novant CHW programs have helped patients navigate social and medical barriers across 19 hospitals and 800 locations, leading to a 33% drop in emergency department visits and a 75% reduction among high-risk COPD patients within the first 30 days. Medication adherence improved by 41%, and emergency department visits per patient declined by 2.5% annually, increasing annual capacity by 200 additional patient beds. Novant enjoys a \$2.28 return for every \$1 spent on CHW programs, primarily by shifting urgent care to primary care. Vizient has supported Novant's efforts by providing benchmarking tools, social drivers of health screenings and the Vizient Vulnerability Index to target interventions and measure impact.





Public advocacy

The public policy and government relations team at Vizient is uniquely strategic, practical and forward-looking. The team continually analyzes upcoming legislation, researches healthcare policies and coordinates targeted responses. The highlights below reflect our dedication to protecting the needs of providers, suppliers, and the health of our communities.

Patient-centered reforms

Vizient works to drive sustainable, patient-centered reforms across the healthcare system.

- **To promote drug affordability**, Vizient advocated for stronger competition by supporting S.3583/H.R.6986, which targets patent “thickets”—strategies that delay the introduction of lower-cost generics and biosimilars. Vizient also provided feedback to the FDA on its biosimilar interchangeability guidance, urging streamlined approval processes to increase competition and reduce drug costs for patients.
- **To promote patient safety**, Vizient participated in the FDA’s Compounding Quality Center of Excellence Conference, where its experts contributed to discussions on improving the safety and availability of compounded medications.
- **To improve patient access**, Vizient hosted a congressional briefing on Medicare Advantage, highlighting how prior authorization and restrictive policies limit timely care. Vizient continues to advocate for legislative reforms that streamline approval processes, expand telehealth access, reduce administrative burden and protect hospitals from payment cuts.

Rural health

Rural hospitals are lifelines for millions of Americans, yet they face challenges that threaten their survival. Without action, patients in rural areas will have fewer options, longer travel times and worse health outcomes—especially in critical areas like maternal health and emergency services. In 2024, Vizient hosted a policy briefing at the Rayburn House Office Building, drawing over 100 congressional staff and industry leaders to address rural healthcare challenges. Featuring Reps. Jill Tokuda (D-HI-02) and Brad Wenstrup (R-OH-02) and moderated by Vizient, the event emphasized the urgent need for policy solutions to allay the unique workforce shortages, maternal care supply challenges, and financial pressures facing rural providers. For our part, Vizient urged action on telehealth extensions, medical education expansion, and funding stability to prevent hospital closures and preserve rural access.

Workforce shortages

Hospitals face critical staffing shortages. A Mercer study projects a shortfall of 100,000 healthcare workers in the U.S. by 2028.³ While hospitals have increased salaries, benefits, and flexibility, their efforts alone aren’t enough to meet rising demand for care. In 2024, Vizient called on Congress to take targeted action.

- **To address workplace violence**, Vizient endorsed the SAVE Act (S. 2768/H.R. 2584) to increase penalties for threats against healthcare workers.
- **To ease administrative strain**, Vizient supported the Improving Seniors’ Timely Access to Care Act (S. 4532/H.R. 8702), which would streamline the prior authorization process form Medicare Advantage plans—a process that delays necessary care for patients and contributes to provider burnout.
- **To expand the healthcare workforce**, Vizient backed the Resident Physician Workforce Shortage Reduction Act (S. 1302/H.R. 2389), which would add 14,000 new Graduate Medical Education (GME) slots over seven years to help address physician shortages.





Drive engagement

Employee engagement and a sense of belonging accelerate performance.

To be the best strategic partner to providers, Vizient needs every team member to feel valued, heard and empowered to contribute their unique ideas and insights. Through executive accountability, data-driven strategies and ongoing dialogue, we are advancing engagement and belonging to build stronger teams, drive innovation and better serve healthcare providers.





Workplace culture

Culture of performance excellence

At Vizient, we believe our people drive organizational and customer success. We create a culture where transparency and continuous feedback around employee performance, development and accountability lead to business results, the delivery of exceptional customer experiences, and a place where people can build fulfilling careers and reach their full potential. We encourage and empower employees to own their career path and lead their own development, with resources that help them align their unique aspirations with the company's strategic business objectives.

“ My journey with Vizient began as a summer intern after collaborating with the Community Impact team through my previous role at a local nonprofit. That experience opened the door to a full-time position after college, and since then, I've continued to grow, earning a promotion and stepping into my current role. What stands out most is that while I've always been encouraged to take ownership of my development, I've never had to do it alone. Vizient's culture of performance excellence is rooted in support—leaders and teammates who are genuinely invested in helping you succeed. ”

—Jessica M., marketing communications manager

Open conversations

Starting in 2020, Vizient launched monthly Dive-Ins. These interactive, employee-led sessions provide a safe space for open conversations about the rich and complex issues related to our life experiences. In 2024, we hosted in-person sessions in our Irving and Chicago offices on courage and speaking up at work, how much of our authentic selves we choose to share in professional settings and how to stay nourished by cultivating hope, optimism and joy.

“ Dive-In sessions provide a supportive environment for employees to share real-life work experiences and explore ways to connect and collaborate across diverse backgrounds and roles. After participating in, 'What Did They Just Say? A Conversation About Courage and When to Speak Up at Work,' I gained a better understanding of how my words may not always have the impact I intended and learned practical tools to enhance my self-awareness and effectively address missteps. I appreciate the opportunity to grow alongside my colleagues and help foster a more respectful and inclusive culture. ”

—Ashley N., senior clinical manager





Employee networks

Working at the grassroots level, our employee-led, executive-sponsored networks aim to create meaningful connections and belonging among people with shared life experiences. Open to all employees, networks participate in organization-wide outreach and share ideas for increasing engagement internally and across the value chain. In 2024, Vizient employees led eight active groups.

- Ascend@Vizient

Beacon@Vizient

Empower@Vizient

Honor@Vizient
- Mosaic@Vizient

Prism@Vizient

Umoja@Vizient

Viva@Vizient

“As a caregiver for both my mother and husband, who are battling cancer, I have experienced firsthand the importance of community and shared experiences. Through our Mosaic employee network, I have found a space where my roles—as a professional, a caregiver, and an advocate—are recognized, valued, and uplifted. Mosaic is such an essential part of Vizient’s culture. It fosters a sense of belonging, encourages open dialogue, and reminds us that our personal experiences shape our professional perspectives in profound ways.”

—Asha B., senior talent acquisition partner

Internal outreach

Employee networks organize annual education and outreach to the broader organization. For example, one group hosted an empathic companywide discussion on suicide and suicide prevention in 2024. The purpose was to inform people about the prevalence and risk factors associated with suicide, reduce social stigma, improve interpersonal communication and equip employees with evidence-based interventions and crisis resources. A Vizient consultant specializing in behavioral health presented an analysis of suicide trends, exploring the underlying causes and sharing real-world stories. Executive leaders also offered their personal perspectives on the impact of suicide. Inclusive, inviting, employee-led outreach like this fosters a supportive workplace that acknowledges our unique mental abilities and proclivities and prioritizes mental health.





Leadership development

Vizient is committed to ensuring that employees across all levels of the organization can realize their leadership potential and reach their career goals. We invest in high-impact programs designed to equip participants with essential leadership insights, skills, networking and support. Below are two examples from 2024.

- **Vizient partnered with McKinsey & Company to launch the Connected Leaders Academy.** In 2024, nearly 200 employees participated across three tracks spanning ambitious early-career employees all the way to senior executives ready to advance to the C-suite.
- **In 2024, Vizient continued to offer Franklin Covey six-month leadership programs** facilitated by the Enterprise Learning Team, with one tailored for mid-to-senior leaders and another for team leaders. Each program included an in-person workshop, multiple virtual coaching clinics and a live capstone presentation. A total of 96 mid-to-senior level leaders participated in 2024 with a 90% completion rate, and 91% found the program effective or highly effective. Meanwhile, 93 team leaders participated with a 95% completion rate and 97% found the program effective or highly effective.

Internal recognition

At Vizient, employee recognition and appreciation are a way of life. Our strengths begin and end with our people. Their personal skills, experience and perspective—grounded in a common purpose and values—help set us apart as a great place to work. Our Applause platform allows any team member to recognize and reward anyone else in the company. Values award winners are recognized at our Town Hall meetings.

“At Vizient, I’ve learned that our values aren’t just statements on a wall—they reflect a genuine commitment to doing what’s right for our teams, our clients, and ultimately, patients. My background in nursing has shaped the way I live out two Vizient core values in my current role: being accountable and being purposeful. By living our values every day, we build trust, create alignment and drive meaningful impact.”

—Deb R., director, consulting

External awards

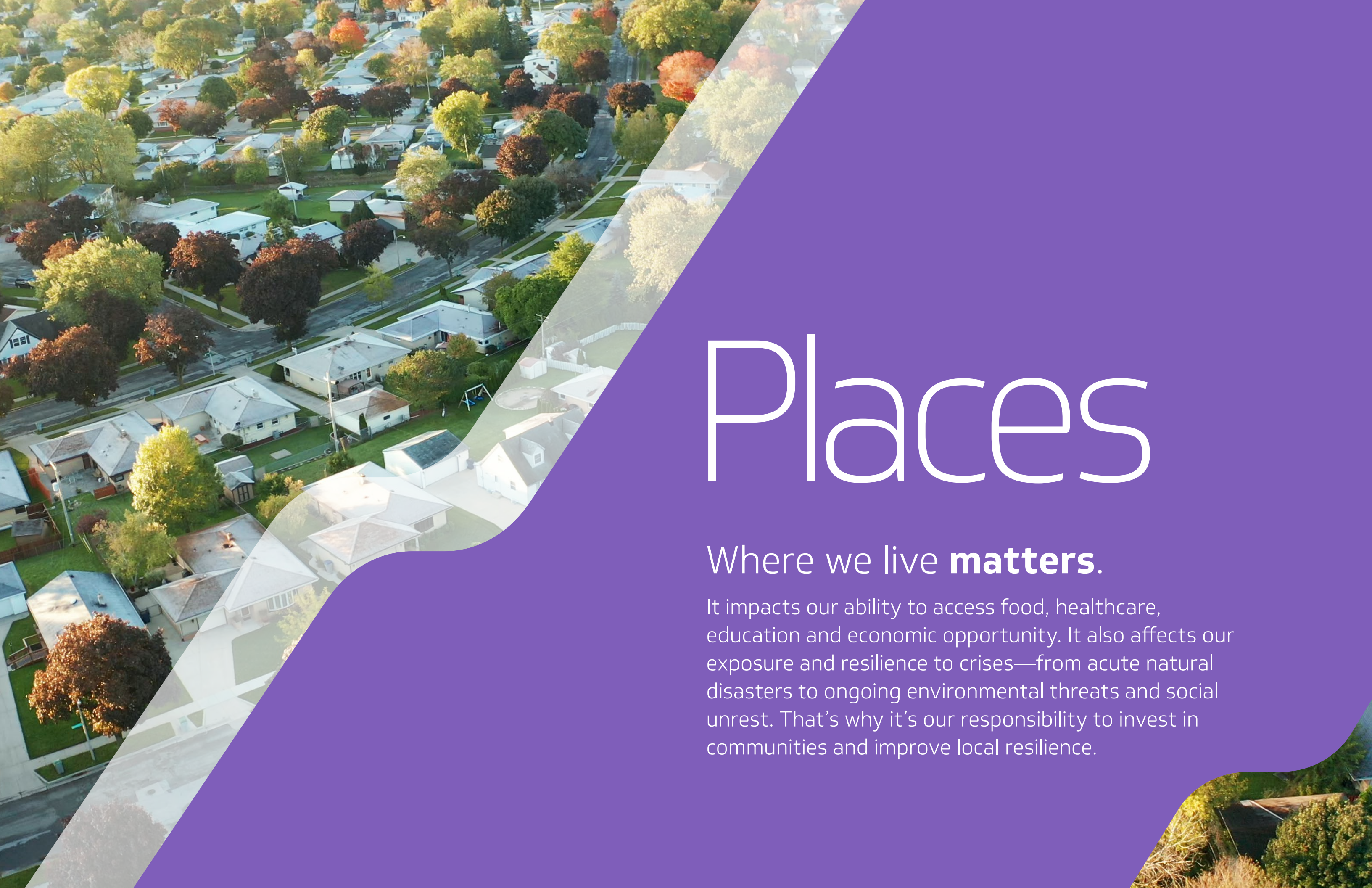
Vizient’s commitment to fostering a culture where employees feel valued and heard continues to earn national recognition. In 2024, multiple external organizations honored Vizient for its inclusive environment, workplace culture and commitment to employee growth. These awards validate our efforts while providing valuable insights for improvement, affirming that Vizient employees feel empowered to share their perspectives, drive innovation and shape our success.



- **PEOPLE® Companies that Care**, for fostering a supportive, purpose-driven workplace
- **Fortune 100 Best Companies to Work For®**, ranking 52nd based on employee trust, workplace culture and data from human resources
- **Fortune Best Workplaces for Millennials™**, receiving recognition for creating an environment where young professionals thrive
- **Fortune Best Workplaces in Consulting & Professional Services™** thanks to high employee satisfaction in a competitive industry
- **Fortune Best Workplaces in Texas™** for building an outstanding workplace culture at our Texas locations
- **Forbes 2024 America’s Best Midsize Employers**, Ranking #19 out of 100 based on independent research and employee feedback

“Everybody has their own perspective, but we all have blind spots. The Connected Leaders Academy reinforces the point that it’s crucial in healthcare to have as many voices and ideas in the room as possible.”

—Erica B., senior analyst



Places

Where we live **matters.**

It impacts our ability to access food, healthcare, education and economic opportunity. It also affects our exposure and resilience to crises—from acute natural disasters to ongoing environmental threats and social unrest. That's why it's our responsibility to invest in communities and improve local resilience.



Invest in communities

Communities are the foundation of our lives.

And the more we invest, the more they give back. Vizient channels its resources through volunteering, donations and strategic grants, while encouraging providers to support small and local businesses. This not only fortifies supply chains but also creates jobs, boosts prosperity, expands healthcare access and improves community health outcomes.

Employee engagement

At Vizient, community service is woven into our culture through three longstanding programs:

- **Paid Time Off:** Our Volunteer Time Off benefit provides five paid days annually for full-time employees to serve the causes and communities they care about most.
- **Donation Matching:** Through our matching initiative, we donate \$15 per volunteer hour (up to \$600 yearly) to amplify our employees’ community impact.
- **Community Day:** Every year, Community Day brings our entire workforce together for a companywide day of service in communities across the country.

Volunteering in 2024

Employees volunteering	2,883 team members	5% annual increase
Total hours	38,531 hours	7% annual increase
Number of nonprofit organizations supported by employee volunteering	1,116	11% annual increase
Matched contributions	\$341,805	5% annual increase
Average volunteer hours per employee	13.4 hours	3% annual increase
Volunteering participation rate	64%	3% annual increase
Management participation rate	64%	8% annual increase



64% of Vizient employees volunteered in 2024, placing us in the top 10% of companies.



“Community Partners of Dallas speaks to my heart and their mission is deeply personal to me. It is the place where I can make a meaningful difference in the life of a precious child in crisis. I feel incredibly grateful that I can use five paid days to volunteer for such an impactful organization.”

—Karmen W., executive assistant



Community Day 2024



2,430
employees



11,242
hours



112
nonprofits



48
communities

“Community Day has become one of my favorite days of the year. I am an in-office employee but on Community Day, I am able to gather with colleagues that live nearby or are remote, with many of us not knowing each other very well before Community Day. I value that we are able to both create community together on this day and are able to serve the same communities that our clients serve each day.”
—Lynette B., business analyst

Earth Day

Vizion employees strengthened community resilience by volunteering for Earth Day initiatives that improve the local environmental drivers of health. Team members partnered with organizations like Alliance for the Great Lakes, Greenspace Dallas, and Mile High Rescue to nurture green spaces, clean up parks and plant pollinator-friendly vegetation. Employees across the country also joined with the World Wildlife Fund and Keep America Beautiful to take action in their own neighborhoods. Collectively, these efforts improve local air and water quality, regenerate local ecosystems and support community connection and wellbeing.



Corporate grantmaking

Annual Norman Borlaug Humanitarian Award

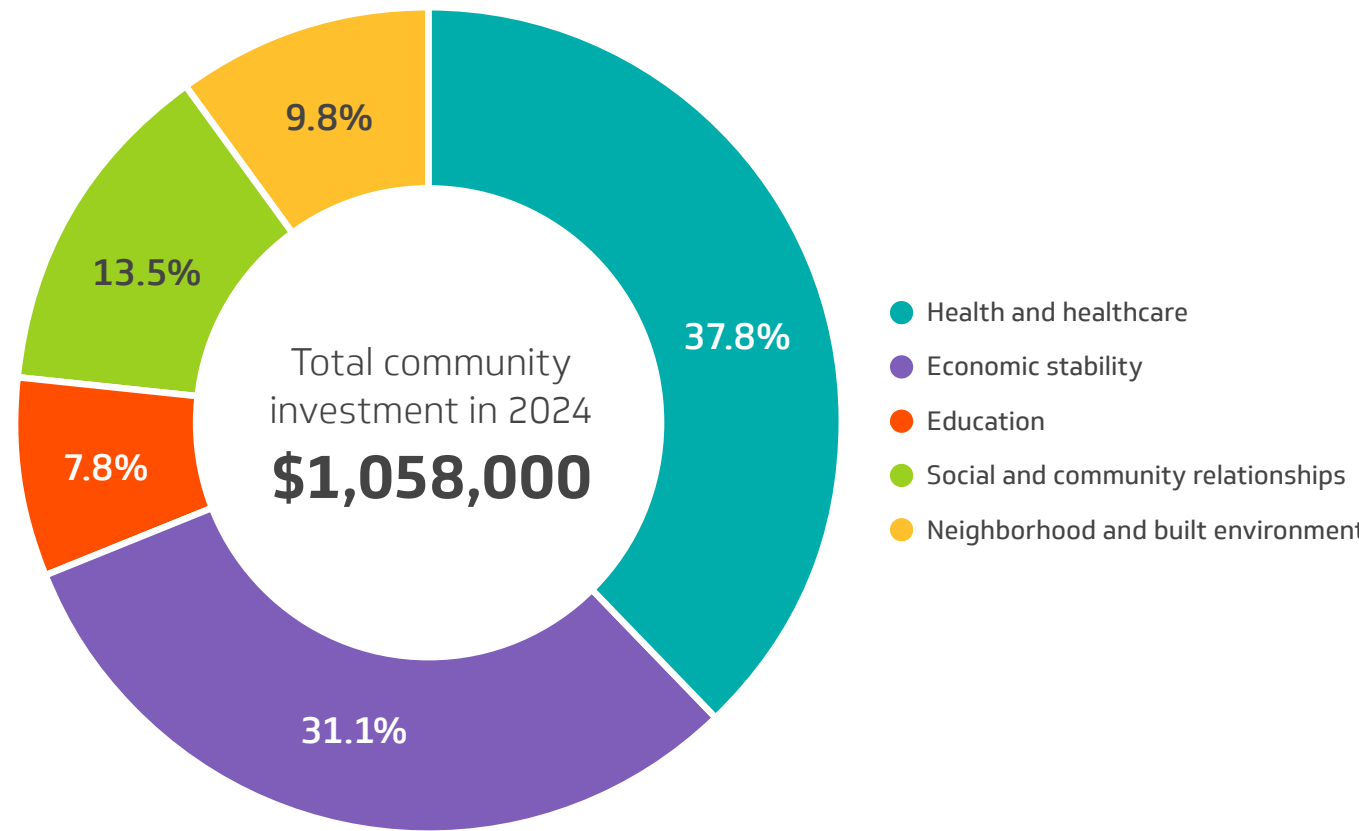
The Norman Borlaug Humanitarian Award honors exceptional nonprofits with a \$50,000 grant, selected through employee nominations, committee review, and a companywide vote. In 2024, The Center for the Rights of Abused Children was recognized for its pro-bono legal advocacy and for protecting children’s constitutional rights and safety.

“Not only do we make sure that clients have the resources to give the best possible care, but we also make sure that their communities have the resources to stay healthy.”
—Monica Davy, chief culture, belonging and impact officer



Strategic grants to local organizations

Vizient strategically partners with frontline organizations nationwide to positively impact the social drivers of health, with a specific focus on increasing access to healthcare and economic opportunity. In 2024, Vizient awarded \$1,058,000 in grants across 82 U.S. communities.



Critical disaster support

The Vizient Alert System ensures employees receive critical emergency updates. The Vizient Foundation provides financial aid to employees and healthcare workers affected by disasters. Additional resources, such as access to home repair contractors, support individual recovery efforts. For example, in 2024 Vizient’s HomeThrive benefit offered comprehensive support to employees impacted by wildfires in the Los Angeles area—including personalized support to navigate insurance claims, replace medications and medical equipment, FEMA support, mental health services, pet care resources and other essential community programs to help them recover and rebuild.



Improve resilience

Hospitals anchor their communities.

Beyond providing care, they are major employers, key economic drivers and first responders in crises. Yet climate-driven disasters and global supply chain complexities have heightened their vulnerability. Vizient partners with providers, suppliers, industry and government to strengthen our resilience and ensure uninterrupted care.





Client preparedness

Healthcare never stands still, and neither do we. Vizient equips providers with the intelligence and strategy to navigate change while maintaining care excellence. Our resilience framework integrates supply assurance, pricing, sustainability, supplier diversity, and market intelligence—helping providers weigh trade-offs in real time. We strengthen resilience through supply chain diversification, infrastructure optimization, and contingency planning. When disruptions hit, we deliver real-time monitoring, clear communication and rapid response coordination. And when gaps appear, we act—investing in manufacturing, technology and alternative supply solutions to keep care moving forward.

Continuous intelligence

Our specialized resilience team employs advanced analytics and global monitoring systems to anticipate potential disruptions. Operating like a 24/7 newsroom, our resilience team monitors and analyzes disruptions that could impact healthcare delivery. We track everything from medical equipment manufacturing to global shipping routes, providing concise, actionable intelligence to help providers stay ahead of potential supply chain challenges. Our comprehensive briefs deliver timely insights on emerging, active and resolving market disruptions that affect healthcare operations. In 2024, we delivered over 786 detailed disruption briefs and critical updates to help providers maintain continuity of care including:

- **Disruption Briefs** on specific market, product, raw material and logistic disruptions, as well as natural disasters
- **Weekly Digests** sharing essential insights and updates with 12,872 healthcare workers
- **Budget Impacts Projections** sharing aggregate estimates for non-labor operating expense growth
- **Targeted Resources** focused on specific categories like facilities construction, capital equipment and food

Our team issued 786 supply assurance-related communications in 2024.

Disruption dashboard

Natural disasters

Hurricanes
Droughts
Wildfires

Floods
Earthquakes
Outbreaks

Viruses
Bacteria
Toxins

Geopolitics

Conflicts
Terrorism
Cyberattacks

Tariffs
Humanitarian
disasters

Trade disputes
Migration
patterns

Macro-economics

Currency markets
Labor shortages

Inflation levels
Price fluctuations

Regulation

Government actions
Legal requirements

Inspections
Funding

Production

Manufacturing
Energy costs

Components
Raw materials

Logistics

Transportation
Warehousing

Inventory levels
Anticipatory
purchasing

Demand
Stockpiling

Innovation

CRISPR genetic
editing
Artificial
intelligence

Regenerative
medicine
Bioprinting
Robotics

Nanotechnology
Bioelectric
medicine

Provider training

Vizient’s accredited continuing education strengthens provider readiness to proactively manage risks, maintain compliance and enhance supply resilience. Training topics include:

- **Mitigating drug shortages:** Published resources on shortages and alternative treatment options.
- **Leveraging AI for pharmacy decision-making:** Provided sessions on AI applications to enhance clinical decision-making and cost forecasting.
- **Preparing for specialty and cell/gene therapies:** Delivered training to help providers integrate emerging therapies into supply planning.
- **Optimizing supply chain with data analytics:** Offered AI-focused programs to improve drug cost prediction and inventory management.

Executive Governance Academy

In times of crisis, strong governance is the backbone of healthcare resilience. The Vizient Governance Academy, launched in 2024, equips trustees and CEOs with the strategic foresight and decision-making skills needed to navigate disruption without compromising care quality. Through in-person summits, virtual educational calls and expert-led resources, the Academy strengthens board leadership in organizational transformation, resilience and crisis preparedness, and governance competencies—key capabilities for maintaining excellence in emergencies. By fostering collaboration among leading organizations, Vizient ensures that governance structures are not just reactive but proactively positioned to adapt, lead, and sustain their vital missions in volatile times.



Community-based small businesses

Investing in community-based small businesses is a strategic tool for resilience, cost savings and economic growth. Healthcare organizations seek to increase spend with local and small businesses, and Vizient is shifting the industry’s perspective—demonstrating how intentional spending strengthens supply assurance, business operations and competition, while reducing costs. This strategy boosts **financial performance**, increases access to capital, and reinforces healthcare institutions as economic anchors that symbiotically support local economies—expanding their impact well beyond hospital walls.

Strategic investments		Community outcomes
Hire local workers	➔	Living wage Food security Housing security Health insurance
Pay local taxes	➔	Fund public education Fund public transportation
Invest in local community organizations	➔	Bolster the social safety net Improve local environment Improve neighborhood conditions



Industry coordination

Building supply chain resilience is bigger than any one organization. It demands industrywide collaboration and advocacy to ensure readiness for the next pandemic, disruption or disaster.

Federal Emergency Management Agency (FEMA)

In March 2024, the Federal Emergency Management Agency Office of Business, Industry, and Infrastructure Integration invited Vizient to participate in a first-of-its-kind pharmaceutical emergency response exercise. Set in New York City, this high-stakes simulation tested national readiness for a biological incident, bringing together various public and private sector entities, the Administration for Strategic Preparedness and Response (ASPR), Health and Human Services, major healthcare organizations, and industry leaders to assess and strengthen response protocols. As part of Vizient's participation in this collaborative exercise, we evaluated pharmaceutical supply chain vulnerabilities, discussed how best to optimize emergency resource allocation, and refined cross-sector coordination strategies for managing public health crises.

Healthcare Industry Resilience Collaborative (HIRC)

Vizient remains an active member of HIRC, a nonprofit uniting providers, suppliers, and industry stakeholders to enhance supply chain transparency and care continuity. In 2024, Vizient joined the inaugural cohort to elevate the **HIRC Resiliency Badge** alongside leading healthcare organizations, including numerous Vizient clients. This badge applies comprehensive scoring metrics to assess supplier reliability and supply chain resilience, helping providers make informed sourcing decisions while streamlining supplier evaluations. The program establishes a standardized, industrywide benchmark for resiliency, fostering greater alignment and preparedness across healthcare.

Active Pharmaceutical Ingredients Innovation Center (APIIC)

The API Innovation Center (APIIC) is a non-profit advancing pharmaceutical supply chain resilience and national security. One key initiative aims to reshore 25% of small-molecule active pharmaceutical ingredient production within five years. APIIC convened 15 industry experts to strategize on achieving this goal, with Vizient's pharmacy leader providing data and insights on the challenges and opportunities of expanding domestic production. Through such collaborations, Vizient reinforces its commitment to reducing foreign reliance, strengthening the U.S. supply chain, and ensuring a stable supply of essential medications.

Public advocacy

Vizient advocates for policy that increases supply chain transparency, encourages competition, promotes diversification and incentivizes strategic reserves.

Driving supply chain resilience

The Medical Supply Chain Resiliency Act (S. 2115 / H.R. 4307) strengthens U.S. healthcare supply chains by expanding partnerships with key allies, removing trade barriers and ensuring supply continuity during emergencies. In 2024, Vizient joined other stakeholders in endorsing the Medical Supply Chain Resiliency Act, which would harmonize regulations and secure uninterrupted access to critical medical supplies. Additionally, we endorsed a **coalition letter** to the Senate Finance and House Ways and Means Committees supporting the bill's Trusted Trade Partner Agreements, which would harmonize regulations and secure uninterrupted access to critical medical supplies. We also endorsed the **Mapping America's Pharmaceutical Supply (MAPS) Act**. The bill directs the Department of Health and Human Services (HHS) to map the pharmaceutical supply chain, tracking essential medicine production, sourcing risks and country of origin to prevent future disruptions.

Addressing workforce shortages

The U.S. is projected to face a shortage of **nearly 100,000 healthcare workers by 2028**.⁴ Vizient actively supports policies that expand workforce funding and training capacity. In 2024, we endorsed the **Health Workforce Innovation Act** (H.R. 6992) to foster workforce development strategies. As a member of the GME Advocacy Coalition promoting graduate medical education, we submitted recommendations to the Senate Finance Committee to expand and improve Medicare-supported positions. Additionally, Vizient supported efforts to fund Children's Graduate Medical Education in FY 2025 at \$758 million to expand pediatric workforce capacity. Vizient backed a coalition letter responding to the Senate Finance Committee's efforts to reform **Medicare Graduate Medical Education**. Additionally, Vizient endorsed a coalition letter calling for \$758 million in FY 2025 funding for **Children's Hospital Graduate Medical Education** to expand pediatric workforce capacity. These efforts reflect a unified strategy to reduce provider shortages, secure long-term workforce resilience, and safeguard patient access to high-quality care.



Drug shortage prevention

Drug shortages disrupt care, increase costs and put patient safety at risk. According to Vizient data, the cost of labor to manage drug shortages reaches a soaring **\$359 million each year**. We work proactively to minimize shortages, secure reliable supply and strengthen market transparency. Through advanced analytics, collaborative partnerships and alternative sourcing strategies, we help providers manage and mitigate the impact of drug shortages effectively. We work proactively to minimize shortages, secure reliable supply, and strengthen market transparency. We help providers manage and reduce the effects of drug shortages by using advanced analytics, working with partners and using other sources.

Shortage Surveillance and Readiness Team

Vizient launched the Shortage Surveillance and Readiness Team to streamline real-time monitoring, communication and response to drug and product shortages. This cross-functional team of 20 experts from 10 business units identifies disruptive events, assesses criticality and coordinates immediate mitigation efforts to strengthen supply resilience.

Drug Shortage Mitigation Group

Vizient established the Drug Shortage Mitigation Group at the request of the provider-led Clinical Pharmacy Advisory Council. Consisting of 11 hospitals and health systems, the group offers strategic recommendations to address drug shortages and implement effective mitigation strategies. Since its inception in 2018, more than 60 mitigation strategies have been developed by this group.

Essential Medications List

A 2019 Vizient drug shortage survey found that only 52% of Children's Hospital Association facilities maintained critical drug lists for essential therapies. To address this gap, Vizient launched the Essential Medications List in 2020, initially identifying 200 crucial drugs through an analysis of World Health Organization (WHO) Essential Medicines, ACLS/PALS protocols and lists managed by leading providers. Now expanded to include 326 medications and updated quarterly, the **Essential Medications List** serves as a key resource for providers managing drug supplies. In 2024, Vizient restructured and enhanced the list to improve usability and strategic planning. The updated version introduces new categories, market resiliency scores and demand planning insights to help providers and suppliers forecast future needs and ensure the availability of critical therapies. By evolving the Essential Medications List into a more actionable tool, Vizient supports a sustainable pharmaceutical market that prioritizes supply continuity, proactive risk management and patient care readiness.

Novaplus Enhanced Supply

This program creates an additional manufacturer inventory of essential medications for immediate access during an unanticipated drug shortage. The program expanded to now include 573 unique formulations spanning essential medications, antidotes and oncology drugs. In 2024, the program provided 921 healthcare organizations with access to more than 877,000 units of the manufacturer's essential medications when the drug was not available through normal supply channels.





Vizient Reserve

In 2024, Vizient Reserve expanded beyond pharmacy to include respiratory supplies, contrast media, surgical blades and scalpels—all critical to patient care and procedural continuity. The aim of the program is to secure pre-committed inventory before shortages occur and offer providers a comprehensive solution that mitigates risks across multiple high-impact product areas. Participants receive access to competitive pricing for elevated compliance, and protection against market volatility while improving operational efficiency. Vizient Reserve intends to continue expanding into more essential supply categories.

Drug shortage stewardship thought leadership

In 2024, Vizient published an [article in the American Journal of Health-System Pharmacy](#). Authored by Kyle Hoelting, PharmD, BCPS, from Vizient’s Center for Pharmacy Practice Excellence, the commentary elevates drug shortage stewardship, proposes new frameworks for managing supply challenges, examines how healthcare systems can better coordinate their response to shortages, and champions the adoption of standardized terminology to improve industrywide collaboration.

End Drug Shortages Alliance (EDSA)

Founded by Vizient in 2021, the End Drug Shortages Alliance (EDSA) has grown into a leading, independent force in pharmaceutical supply resilience. Originally launched to align healthcare stakeholders in tackling chronic drug shortages, EDSA reached a major milestone in 2024 by becoming a fully independent 501(c)(3) non-profit, appointing its own executive director and program manager, and expanding its industry presence. Throughout this transition, Vizient, as a founding member, remained a key driver, providing interim operational support and continuing its leadership role with a seat on the board. In four years, EDSA has grown into a formidable cross-industry coalition of 88 members and more than 300 stakeholders. Members include various supply chain stakeholders, including health-system providers, pharmaceutical manufacturers, distributors, 503B compounders, GPOs, professional pharmacy organizations, patient advocacy groups and others committed to ending drug shortages.

Advancing Solutions for Pediatric Oncology Drug Shortages

In partnership with the White House Office of Science and Technology Policy, EDSA launched a private-sector pilot to ensure uninterrupted access to seven pediatric cancer medications. This initiative brings together top children’s hospitals and children’s hospital associations, pharmaceutical wholesalers, and advocacy partners to establish shortage prevention standards, promote inventory transparency and improve drug distribution. At the pilot’s conclusion, EDSA will publish a comprehensive report on lessons learned and scaling opportunities to strengthen supply security for pediatric oncology treatments.





Climate Resilience Plan

Vizient's new Climate Resilience Plan focuses on strengthening operational, provider and community resilience in response to increasing extreme weather events.

But we must continually accelerate our response to rapidly evolving physical and transition risks.

- **Employees:** The Vizient Alert System ensures employees receive critical emergency updates. The Vizient Foundation provides financial aid to employees and healthcare workers affected by disasters. Additional resources, such as access to home repair contractors, support individual recovery efforts. For example, in 2024 Vizient's HomeThrive benefit offered comprehensive support to employees impacted by wildfires in the Los Angeles area—including personalized support to navigate insurance claims, replace medications and medical equipment, FEMA support, mental health services, pet care resources, and other essential community programs to help them recover and rebuild.
- **Providers:** Vizient helps healthcare providers minimize climate risk through business continuity planning, supply chain diversification and infrastructure adaptation. Dedicated resilience experts issue real-time disruption briefs on supply chain risks and extreme weather events. Webinars and targeted resources help providers manage crisis response, while data-powered experts help clients invest strategically in long-term adaptation.
- **Communities:** Vizient has contributed nearly \$14 million in disaster relief efforts since 1992, supporting first responders and providing essential resources like food, housing and medical care. We also advocate for policies that strengthen emergency coordination, inventory transparency and the updating of essential medicines lists.



Disaster response

Vizient Disaster Response Program

The Vizient Disaster Response Program uses forecasting to anticipate needs and proactively reach out to suppliers and providers who are in the path of a hurricane, tornado, earthquake, wildfire or flood. For more than 30 years, the Vizient Foundation has provided financial support to Vizient employees and employees of our providers and suppliers affected by disasters. Since 1992, Vizient has engaged in 196 disaster relief efforts, donating nearly \$14 million to support more than 185,362 people after emergencies. In 2024, Vizient supported ten disaster relief efforts and reached 14,423 people with \$150,000 in donations.

A CLOSER LOOK: HURRICANE HELENE

On Sept. 26, 2024, Hurricane Helene made landfall on the Florida coast shortly after 11 p.m. as a Category 4 storm with sustained winds of 140 mph. This powerful storm caused extensive damage along the Gulf Coast before moving northward, leading to catastrophic flooding and tornadoes in North Carolina. The Vizient team had been watching the system move for days.

Hurricane Helene triggered mass evacuations, flooded infrastructure and left hospitals struggling to maintain patient care. The crisis escalated when Baxter's North Cove facility in Marion, North Carolina, which produces 60% of the nation's large-volume intravenous fluids, shut down due to flood damage. With hospitals facing life-threatening shortages, Vizient went into immediate action.

We mobilized our Command Center, launching a coordinated emergency response to stabilize supply chains and sustain patient care. When Piedmont Augusta Hospital reached out for help, Vizient coordinated suppliers and deployed alternative solutions within hours. We issued intravenous push medication conservation guidelines for both adult and pediatric care, giving hospitals practical strategies to stretch supplies while maintaining standards of care. And colleagues at the End Drug Shortages Alliance Rapid Response Team published the first-to-market disruption report within 72 hours, setting an industry benchmark.

Vizient leveraged AI-driven supply chain intelligence to track real-time inventory and identify shortages before they escalated. Automated provider alerts delivered instant supply updates, while predictive analytics helped redeploy stock to the most critical areas.

Industry collaboration was key. Vizient convened emergency webinars with Baxter, providing real-time updates and solutions to more than 1,000 healthcare providers. In direct coordination with the United States Food and Drug Administration (FDA) and the American Society of Health-System Pharmacists, Vizient worked around the clock on importing emergency medical supplies. Additionally, we constantly engaged directly with North Carolina's congressional delegation in both the House and Senate advocating for necessary interventions to support healthcare providers to help maintain patient care. A cross-hospital resource-sharing network helped redistribute supplies to facilities in need.

Vizient also helped providers save resources and care for patients. This helped to reduce the number of problems that were caused by crises. We worked with manufacturers to increase intravenous fluid production and secured alternative supply sources.

Hurricane Helene's impact underscored the need for lasting healthcare resilience, not just short-term fixes. Vizient established a nationwide conservation strategy, created a mitigation strategy library, and expanded AI-powered disruption monitoring. Lessons from the crisis reshaped procurement strategies, reinforcing that resilience is no longer just a response—it's an operational imperative.



Planet

Our health depends on the health of the planet.

From toxic chemicals in drinking water to lethal rising temperatures, the environment shapes health outcomes. But as a sector, we can make healthier choices. That's why it's our duty to empower decarbonization and protect finite natural resources.



Empower decarbonization

The connection between climate and health is undeniable.

Air pollution is the fourth leading cause of disease and death worldwide, contributing to cardiovascular and respiratory conditions that claim millions of lives each year. Heat events—now the leading annual weather-related killer in the U.S.—are becoming more frequent and severe, escalating risks for those with heart and lung disease. Wildfires, intensified by climate change, have doubled in frequency over the past three decades. Healthcare accounts for 8.5% of all U.S. greenhouse gas emissions, with the majority stemming from supply chains. As Vizient advises nearly 70% of the country’s healthcare organizations and represents \$155 billion in annual supply chain purchasing, we are uniquely positioned to lead.



Our goals and progress

Emissions target

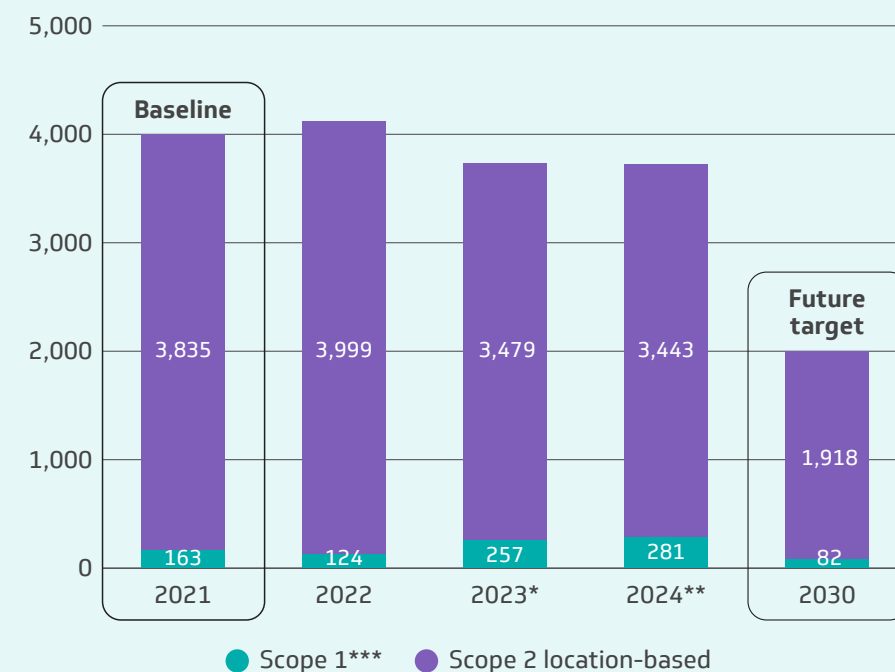
Vizient is committed to reducing operational Scope 1 (direct) and 2 (indirect) greenhouse gas (GHG) emissions by 50% by 2030 and achieving net zero Scope 1 and 2 emissions by 2050. Vizient is a signatory of the White House and U.S. Department of Health and Human Services Climate Pledge, along with 88 of our leading clients.

Emissions inventory

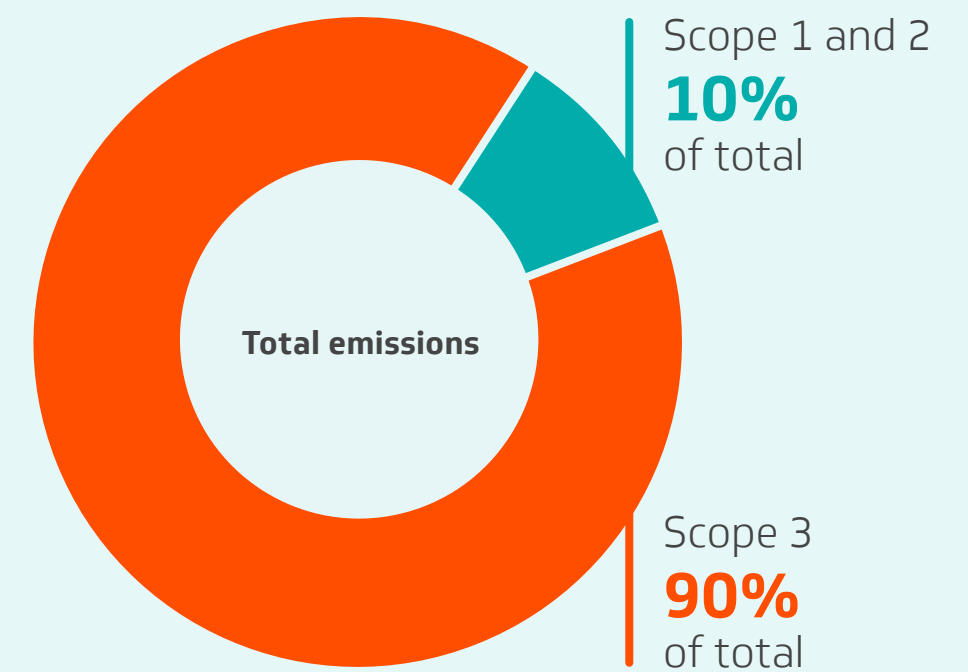
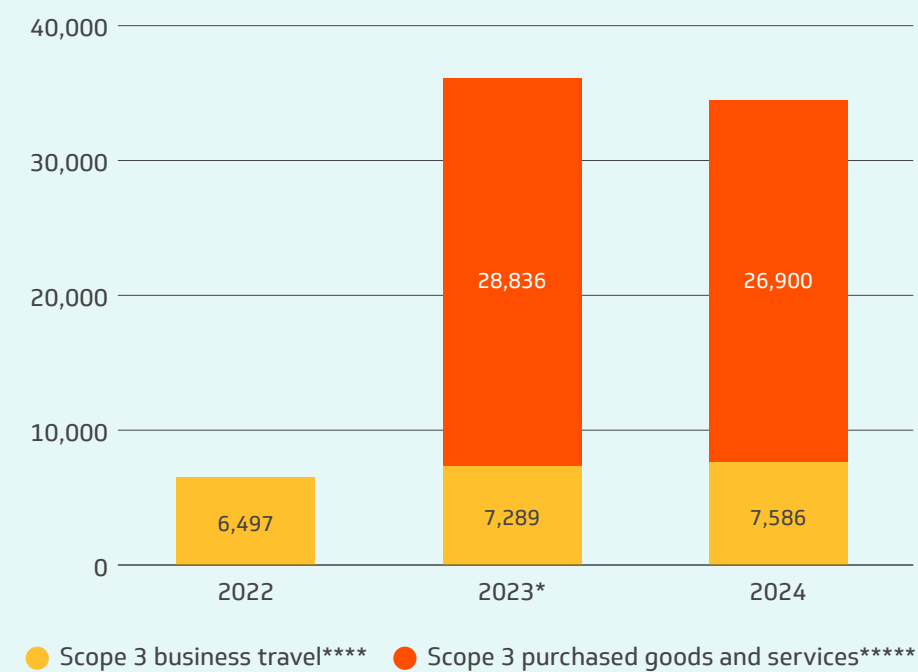
We determine Scope 1 and 2 emissions using operational data from our leased office locations. Scope 1 emissions include use of natural gas and fuel to power offices, and one company-owned vehicle. Scope 2 emissions include purchased electricity. Scope 3 emissions stem from business travel and purchased goods and services. Vizient completed its baseline inventory assessment for Scope 1 and 2 emissions targets in 2021. In 2023, we began measuring our Scope 3 emissions for the first time—starting with data from the most recent year, 2022.

Emissions in metric tons CO₂e

Scope 1 and 2 emissions



Scope 3 emissions



* Increase in emissions in 2023 is due to the expanded scope of measurement in alignment with the Greenhouse Gas Reporting Protocol.

** In 2024, Scope 2 market-based emissions totaled 3,425 metric tons CO₂e.

*** The increase in Scope 1 emissions from 2022 to 2023 is due to the addition of our Chicago office location.

**** Business travel emissions include air, rail and car rental travel, as well as hotel room nights. Emissions from employees using their own vehicles for business travel are also included.

***** Purchased goods and services are estimated based on available GHG emissions data from limited suppliers (primary data) and complemented by broad estimations using spend data by purchasing category (secondary data).



Reduction strategies

To cut Scope 1 and 2 operational emissions in half from the 2021 baseline, Vizient is engaging property managers and owners across our portfolio of leased sites for support in measuring and improving our environmental footprint. Our Climate Action Plan, developed in 2024, includes a strategic roadmap for meeting our sustainability targets. The roadmap considers improvements to our facilities as well as adding more renewable sources to our energy mix. We continually strive for operational efficiencies that drive sustainability.

For Scope 3 emissions, we are in the early stages of building out analytics and developing procurement policies. One area where we are already seeing this strategy executed successfully is in sustainable events production, where a team member is certified in Sustainable Events Standards by the Events Industry Council. Events in 2024 minimized food waste and donated surplus food, donated and upcycled materials to minimize waste to going to landfill, supporting emissions reductions. For example, at the Vizient Connections Summit in Las Vegas, our team recovered and donated 3,409 pounds of food for an estimated value of \$240,000 and landfill carbon avoidance of 0.85 MT CO₂e.

Industry relevance

Vizient is committed to reducing our contribution to climate change, as increasing environmental risks lead to serious health outcomes, including mortality.



INCREASING ENVIRONMENTAL RISKS

- Extreme weather
- Natural disaster
- Rising temperatures
- Toxic air quality
- Compromised water quality
- Chemical and carcinogen exposure
- Drought and soil degradation
- Rising sea levels
- Increased human-animal interface

EXACERBATED HEALTH CONDITIONS

- Asthma
- Allergies
- Chronic obstructive pulmonary disease
- Cardiovascular disease
- Cancer
- Vector-borne disease
- Heat-related illness
- Obesity
- Stress, anxiety and mental illness





Supplier engagement

Contract language

With emissions disclosure language in our national contract template, all suppliers on contract to serve Vizient clients are now asked to disclose their Scopes 1 and 2 emissions, and encouraged to share Scope 3 emissions, reduction targets and climate action plans. To promote disclosure, Vizient helps suppliers with reporting and offers incentives such as increased access to analytics and visibility within our portfolio and client tools.

A CLOSER LOOK: DRÄGER PRODUCT INNOVATION REDUCES EMISSIONS FOR PROVIDERS

Operating rooms are among the most energy-intensive areas in hospitals, with inhaled anesthetic gasses responsible for 5% of hospital carbon dioxide emissions and 50% of perioperative emissions in high-income countries. Desflurane and nitrous oxide are especially potent and harmful—desflurane has a global warming impact 2,500 times greater than carbon dioxide. With 50 million U.S. patients receiving general anesthesia every year, anesthetic gas waste presents a critical decarbonization opportunity.

Dräger, a Vizient-contracted supplier and leader in medical technology, offers an alternative with anesthesia equipment that reduces gas waste and improves energy efficiency. Their closed-circuit systems recycle exhaled gasses, while automated controls optimize gas use. Low-flow anesthesia techniques further cut emissions and costs without compromising safety. Additionally, product features like oil-free compressors lower energy consumption and reduce hazardous waste.



Client activation

Sustainability Advisory Council

The Vizient-hosted, provider-led Sustainability Advisory Council guides our sustainability strategy and offerings while championing collaborative efforts across the industry. The council meets monthly in expert-facilitated sessions to share insights and best practices on challenges such as data governance and navigating regulatory complexities. Leading by example, council members influence the broader provider community through expert presentations as well as instructive, world-class case studies.

2024 members

- Cincinnati Children's
- Cleveland Clinic
- Intermountain Healthcare
- Jackson Health System
- Johns Hopkins Medicine
- Kaiser Permanente
- Legacy Health
- Mass General Brigham
- Mayo Clinic
- Novant Health
- Ochsner Health
- OhioHealth
- Providence
- Rush
- SSM Health
- Stanford Health Care – Stanford Medicine
- Texas Children's Hospital
- The Ohio State University Wexner Medical Center
- The University of Texas MD Anderson Cancer Center
- UC Davis Health
- University of Maryland Medical Center
- University of Michigan Health System



A CLOSER LOOK: STANFORD HEALTH CARE LEADING PRACTICE

At the 2024 Vizient Trustee Summit, Stanford Health Care's Chief Facilities & Sustainability Officer, Helen M. Wilmot, shared how the system is tackling emissions, waste and energy use across policy, industry and in-hospital operations. She highlighted a major initiative to eliminate central nitrous oxide systems—responsible for 25% of the Palo Alto campus's Scope 1 emissions—by shifting to portable E cylinders, a move requiring deep collaboration across clinical and operational teams.



Sustainability offerings

In 2024, Vizient expanded our tools and offering to meet growing provider demand. This includes:



Hyper-localized environmental health risk data. The Vizient Vulnerability Index includes hyperlocal environmental drivers that impact health. This includes air pollution from particulate matter, diesel and traffic proximity, as well as water pollution as measured by EPA health-related violations, and hazardous waste and spill risk. This critical layer of information helps providers tailor screenings and care, as well as community investments.



Toolkits, resources and guides. Vizient packages comprehensive resources to guide hospitals and health systems in developing environmentally preferred purchasing policies and programs. Our Environmental Sustainability Toolkit, for example, helps organizations establish practical, meaningful and achievable targets that balance financial viability with environmental responsibility and health improvement goals.



Sustainability roadmap. Our industry-first roadmap provides real-time insights into provider spending across all categories. Information is structured into two sections: a current state assessment and targeted sustainability improvement opportunities. With no additional data input required, providers can log in to access a detailed line-item analysis, track peer-to-peer rankings and see opportunities to switch to more environmentally preferred products alongside cost savings and other dimensions.



Expert consulting. Our Climate Performance Solutions provide tailored sustainability consulting and decarbonization strategies. Each client receives dedicated support from an expert who understands both environmental stewardship and the operational challenges of implementing sustainable practices in healthcare. In 2024, experts delivered certification support for designations like the Joint Commission Sustainability Certification, compliance guidance for state-level regulations such as MassHealth and California mandates and, of course, emissions inventory assessments. Vizient consultants leverage deep expertise and client data to streamline the emissions inventory process. Using leading technology platforms, we guide providers through each step, combining industry knowledge with robust spend and operational data for greater efficiency. Our process begins with a spend-based analysis to identify major emissions categories, then shifts to a detailed activity-based approach to pinpoint specific reduction opportunities.



A CLOSER LOOK: VALLEY CHILDREN'S HEALTHCARE

Valley Children's Healthcare is accelerating renewable energy investments, emissions reduction targets and systemwide engagement. Vizient advised Valley Children's through the Joint Commission certification process, which requires natural gas reduction, energy efficiency and waste minimization. An interdisciplinary Green Team engages staff across departments to execute and sustain these efforts. Vizient helped Valley Children's prioritize their many initiatives using a structured emissions reduction framework, which gave them the clarity and confidence to make bold investments. In 2024, Valley Children's began construction on a renewable energy microgrid with solar panels, fuel cells and battery storage. Slated to be operational in 2025, the system will supply 80% of the hospital's energy needs, cut greenhouse gas emissions by over 50%, and enhance resilience against power outages.

A CLOSER LOOK: SUPPLIER-PROVIDER COLLABORATION

A life-cycle assessment measured the environmental impact of transitioning 2,887 monitors at Jackson Health System to Philips' next-generation models, cutting 508 tons of CO₂e. By switching from disposable AA batteries to rechargeable ones and replacing paper wavestrips with automated digital workflows, Jackson Health System eliminated waste, saved clinician time and achieved an additional 177.1-ton CO₂e reduction. The transition is expected to save \$1.2 million over the monitors' 10-year lifecycle. This study underscores how strategic procurement can drive significant cost savings while reducing environmental impact.



Performance Improvement Program on sustainability

Through Vizient Member Networks, Vizient ran the Go Green: Healthcare Sustainability Optimization Performance Improvement Collaborative program to help healthcare organizations integrate sustainability, reduce costs and create green teams. With 30 clients participating, the program delivered custom guidance on procurement, policy development and compliance, along with peer benchmarking using our client sustainability dashboard. Over the program's six-month duration, participants collectively increased their use of Vizient's environmentally preferred purchasing tools by 52.6%, achieving \$2.3 million in client savings. To more widely promote insights and best practices developed through this program, Vizient has published an actionable guidebook, member webinar and **podcast**.

Providers increased use of environmentally preferred purchasing tools by 52.6% and achieved \$2.3 million in savings.



A CLOSER LOOK: UW MEDICINE

As one of 30 healthcare organizations in Vizient's Go Green: Healthcare Sustainability Optimization performance improvement program, UW Medicine benchmarked progress, adopted best practices and improved its Vizient environmentally preferred purchasing ranking from 21 out of 30 to 12 out of 30 in a single year. With Vizient's analytics, policy guidance, and peer-learning opportunities, UW Medicine optimized procurement, reduced energy and waste and secured leadership buy-in. They established a systemwide Green Team—uniting clinicians, environmental services, supply chain professionals and equity officers—to drive change. Leadership engagement was secured by linking sustainability to patient care, cost savings and regulatory compliance. This led to significant emissions reductions, including the decommissioning of its Harborview Medical Center nitrous oxide system, cutting campus greenhouse gas emissions by 15%. Supply chain optimizations, guided by Vizient's purchasing strategies, reduced facial protection SKUs from 30 to 13, saving \$300,000, with further standardization projected to save an additional \$100,000.

“ UW Medicine is an academic medical center with a mission to improve public health—and we believe you can't improve the health of the public without improving the health of the environment. We've experienced significant climate events that impacted our emergency rooms and hospitals. In 2021, a heat dome brought temperatures to around 90 degrees, which might seem mild elsewhere, but only about half of Seattle-area homes have air conditioning. Our emergency rooms were overwhelmed with heat-related illnesses, resulting in a high number of deaths. We also experienced an ice storm causing hazardous conditions in our hilly terrain, leading to numerous fractures and forcing us to postpone elective surgeries to manage emergency cases. Additionally, in 2023, wildfire smoke significantly increased respiratory illnesses. Climate change is clearly affecting our healthcare operations. ”

—Louise Simpson, associate vice president, clinical integration,
UW Medicine Hospitals & Clinics



Industry coordination

Vizient collaborates with other industry leaders to advance climate solutions within healthcare. For years, we have been actively engaged in both the National Academy of Medicine's Climate Collaborative and the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME).

CHARME brings together health systems, medical device and equipment suppliers, and industry stakeholders to cut emissions from the MedTech supply chain. Co-chaired by Kaiser Permanente and Vizient, CHARME strives to drive industrywide action and impact. In 2024, membership grew to 38 participating organizations, representing more than 280 hospitals, 6,400 care sites and over \$1.1 trillion in annual revenue. CHARME members developed four working groups to advance the collaborative's goals. These include:

Product Durability

Evaluates and pilots opportunities to replace single-use devices with durable alternatives while maintaining patient safety. Current focus areas include pulse oximeters, blood pressure cuffs and launderable isolation gowns. Work groups are assessing product usage, identifying barriers to implementation and selecting pilot sites to test durable solutions.

Product Innovation

Investigates ways to reduce embodied carbon emissions through sustainable material and product alternatives while improving end-of-life outcomes. Work groups are exploring bioplastic replacements for petroleum-based products, developing a regional material recovery facility to aggregate and recycle plastics, and assessing low-carbon products available in global markets for potential U.S. adoption.

Renewable Energy

Facilitates a collective virtual Power Purchase Agreement to secure renewable electricity for CHARME participants and expand clean energy capacity. The workstream has issued a request for proposals for a renewable energy advisor to analyze demand, set priorities and identify project opportunities, with selection targeted for early 2025.

Reprocessed Single-Use Devices

Accelerates adoption of reprocessed medical devices by educating stakeholders and addressing business model barriers. The workstream is refining initiatives that include product pilots, contract language improvements, end-of-life process support and educational resource development to increase reprocessing adoption.

“Reducing the climate impact of the products we procure has a positive impact on both environmental and human health, which ultimately improves chronic conditions and creates more healthy years for our members and the communities we serve.”

—Steve Chyung, senior vice president and chief supply chain and procurement executive, Kaiser Permanente





Protect resources

Natural resources are finite, and how we use them matters.

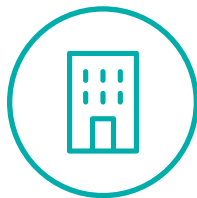
Healthcare must move beyond the ‘take-make-waste’ model and rethink how materials are sourced, transported, used and disposed of. We must consider raw materials, water, energy and waste. By keeping materials in circulation and regenerating natural resources, we create solutions that benefit the planet, communities and healthcare alike.





Our operations

Vizient considers the environmental attributes of the products and services we purchase for our organization—as well as how to most responsibly close the loop or dispose of waste at the end of its lifecycle. As a professional services company, we are focused on building and operating in a way that is sustainable. We also focus on recycling electronics and furniture, and on events that are sustainable.



Greener buildings: Our headquarters in Irving, Texas, has LEED® Silver Certification for Commercial Interiors. Our second-largest office, the LEED® Gold-certified Old Post Office in Chicago, is a nationally recognized model for adaptive reuse. As a matter of policy, all new offices must meet a minimum standard of LEED® Silver Certification.



Greener rooftops: In 2024, at our Chicago location we partnered with Alveole to manage rooftop beehives designed to attract local pollinator colonies. Hives like these have been shown to boost local ecosystems.



Healthier workspaces: In 2024, The Old Post Office earned the WELL Health-Safety Rating, recognizing its implementation of evidence-based strategies that promote health and well-being. Aligned with guidance from the World Health Organization and U.S. Centers for Disease Control and Prevention, these strategies include optimal air and water quality, air treatment system maintenance, a smoke-free environment, emergency preparedness planning, and enhanced cleaning protocols. At our Irving headquarters, we further prioritized well-being by adding mother's rooms, prayer rooms and wellness spaces. We also added a Farmer's Fridge to offer employees 24/7 access to convenient, healthy, sustainable and humane meal options.



Lower-impact events: Vizient hosts more than 300 events every year. In 2024, our event sustainability champion achieved certification from the Events Industry Council Sustainable Events Standards. Low-impact events consider everything from minimizing attendee travel to selecting sustainable catering partners to local community engagement.



Computer donations: Through our partnership with Big Brothers Big Sisters, Vizient donated 80 refurbished laptops in 2024 to college-bound graduates participating in mentorship programs—bringing the total number of machines donated to 530 since we began in 2018.



Electronics recycling: The fastest growing solid waste stream in the world, electronic waste contains harmful chemicals like lead and mercury. In 2024, Vizient continued to expand our responsible recycling program processing 2,114 computers and 2,024 electronic components such as monitors, docking stations, hard drives and cables.



A CLOSER LOOK: VIZIENT CONNECTIONS SUMMIT

For our hallmark three-day Connections Summit in Las Vegas, we selected Wynn Resorts as our event partner due in part to their sustainability performance and the breadth of their sustainable event offerings. Food waste from the event was recovered and donated to local food banks. At our Volunteer Village, attendees created snack bags with empowering messages and shelf-stable nutritional snacks to benefit Three Square Food Bank, the only food bank in the region. Event textiles were upcycled into tote bags and delivered to local community partners. Signage was donated to Title I elementary schools in Dallas ISD and repurposed for art and theater programs.

A CLOSER LOOK: EARTH DAY THE VIZIENT WAY

In 2024, Vizient employees came together to drive impactful sustainability initiatives during Earth Day the Vizient Way. Across our four major offices, the team organized volunteer events and arranged document shredding and recycling. This included a significant milestone at our Irving headquarters, where we collaborated with our property manager to provide an e-waste recycling truck. We also hosted an informative and engaging Community Conversation with the Trust for Public Land to help employees see how our grantmaking impacts community and environmental health and make that connection clear. We also elevated information and calls to action for battery recycling and responsible medication disposal in coordination with National Drug Take Back Day.



Supplier transparency

Supplier Sustainability Task Force

Vizient's Supplier Sustainability Task Force, uniting 22 leading suppliers—including Sodexo, Vizient's 2024 Sustainability Supplier of the Year—collaborates to standardize definitions, data gathering and reporting processes on behalf of our broader community of contracted suppliers. Meeting monthly, the task force works to align provider requests with supplier capabilities, streamline transparency efforts and advance more sustainable alternatives. Task Force members lead on the outside as well, contributing to initiatives like the National Academy of Medicine (NAM), Healthcare Action to Reduce MedTech Emissions (CHARME) and the Healthcare Plastics Recycling Council, circulating ideas and creating a design cycle that accelerates industrywide progress.

Data collection

Our goal is to have the most environmentally transparent product portfolio in healthcare and we've made great strides. For years, we have encouraged providers, suppliers and distributors to adopt a universal set of definitions for the most common attributes. When all stakeholders agree on precise, standardized language to describe environmental features, reporting accuracy and administrative efficiency are improved, and data can be analyzed with confidence to make strategic purchasing decisions and report progress.

We began by identifying 23 standard chemical and environmental attributes for medical-surgical products. Today, Vizient's product database includes **77 category-specific sustainable attributes** across cleaning chemicals and janitorial, electronic equipment, food products and serviceware, medical-surgical and laboratory. Today, more than 60% of Vizient contracts have at least one product with at least one sustainable attribute.



77 SUSTAINABLE ATTRIBUTES TRACKED IN THE PRODUCT DATABASE



Medical-surgical

Example: Phthalate-free



Cleaning chemicals and janitorial

Example: Greenguard Gold



Food

Example: Certified Humane



Laboratory

Example: My Green Lab
ACT EcoLabel



Electronic equipment

Example: EPEAT Certified



Food serviceware

Example: Certified Compostable

Vizient includes these environmental attributes in our supplier requests for proposals and surveys as part of the national bid process. When we started collecting attributes in 2017, 8% of suppliers reported. Today, most suppliers, between 91-98%, report. That data then enters our digital contract catalog and dashboard, empowering providers to make more informed decisions by showcasing conversion opportunities to the cleanest and safest products on contract while also reducing cost.

“ Looking at our dashboard, we saw that we were surprisingly low-ranking in our environmentally preferred purchasing. The first thing that we did was to convert our facial protection category including eye protection, face shields, glasses and single-use masks—with the exception of N95 masks. We standardized from 30 products down to 13 and saved over \$300,000. The bonus was that we converted to environmentally preferred products. And clinicians were happy to participate. Now, we have a systemwide policy for UW Medicine where we're vetting vendors and products for their environmental attributes before awarding contracts. It's even included in our solicitation language. It may not be the final decision-maker, but it's making a difference. ”

—Tara T. Biss, value analysis portfolio manager, strategic sourcing, UW Medicine



A CLOSER LOOK: CHEMICALS OF CONCERN

The proliferation of harmful chemicals within care settings poses bioethical, health and environmental concerns. Vizient requires suppliers of all medical-surgical products in our catalog to report on chemicals of concern, like flame retardants and perfluorinated chemicals (PFCs), in the national bid process. Additionally, beyond reporting, contract language requires compliance with all **chemical requirements**. If a supplier does not meet this standard, they are required to identify and evaluate alternatives that are less hazardous following a four-step structured timeline for assessment and reporting.

Chemicals monitored in medical-surgical products

- Antimicrobial and antibacterial agents Bisphenols including Bisphenol-A (BPA)
- Bromine and chlorine-based compounds
- European Union Restriction of Hazardous Substances (EU ROHS)
- Flame retardants
- Heavy metals including mercury, cadmium, lead and organotin
- Natural rubber latex
- Perfluorinated chemicals (PFCs)
- Persistent, bio-accumulative toxins (PBTs)
- Phthalates (including DEHP)
- Polyvinyl Chloride (PVC)
- Prop 65 Chemicals

Negative health impacts

- Allergens
- Carcinogens
- Developmental toxins
- Endocrine disruptors
- Genetic disruptors
- Immune system disruptors
- Reproductive toxins

A CLOSER LOOK: SUSTAINABLE LABORATORY CERTIFICATION

Vizient partners with My Green Lab to advance sustainable practices in clinical laboratories. Specifically, we promote the **ACT EcoLabel** program, which offers clear, third-party-verified sustainability data on laboratory products, serving as a valuable tool for clinical labs to reduce their impact and unlock cost savings. In addition, the ecolabel limits time-consuming supplier questionnaires, provides a consistent metric for sustainability for all lab products, and helps suppliers identify areas for improvement.

Designated portfolio

Vizient’s Environmental Sustainability Designated portfolio meets our most rigorous standards. It is the largest in the industry and fully compliant with the Federal Trade Commission’s Green Marketing Guides. Contracted suppliers and products meet all general and category-specific environmental criteria, provide approved third-party certification, and report differentiated conventional and environmentally preferred spend. In 2024, the portfolio offered products from 20 suppliers across furniture, floor coverings, doors, door handles and controls, ceiling fixtures, mattresses and hand hygiene.





Standards development

Chemicals standards pioneer

Vizient is a globally recognized leader in chemical safety committed to driving industrywide standardization, transparency and safer alternatives. We have been a signatory of the **Chemical Footprint Project** since 2016 and collaborate regularly with **My Green Lab**. In 2023, we were invited to participate in the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) workshop, hosted in Paris and Geneva by the United Nations Development Programme and the Organization for Economic Cooperation and Development. That work ultimately culminated in the adoption of the **UN Global Framework on Chemicals**. In 2024, Vizient participated in the **third Berlin Forum on Chemicals and Sustainability** to advance implementation of the framework alongside governments, international organizations, the private sector, civil society, labor and scientific leaders across disciplines.

Diagnostic medical imaging criteria: a global first

While essential, radiology departments generate significant operational costs and environmental strain. They rely on energy-intensive equipment, with modalities like MRI, CT and X-ray machines requiring continuous power. With their superconducting magnets that require large amounts of electricity and cryogenic cooling systems, MRI scanners are especially resource intensive. They produce medical hazardous waste, including contrast agents and disposables. And they require liquid helium for cooling, a finite and non-renewable resource that is also necessary for scientific research and space exploration.

Since 2021, Vizient has collaborated with global coalition partners including Clean Production Action and Europe's COCIR to help launch the Medical Equipment Proactive Alliance for Sustainable Healthcare to standardize expectations across different healthcare markets worldwide. After three years of rigorous evaluation and six months gathering input from stakeholders worldwide, including the World Health Organization, hospital associations, radiology societies and major global procurement groups, the alliance launched the world's first in 2024. It covers computed tomography (CT), magnetic resonance imaging (MRI), positron emission tomography (PET), single photon emission computed tomography (SPECT), ultrasound and x-ray.

The guidelines promote life-cycle assessments from production to disposal, as well as energy consumption disclosures, low-carbon manufacturing and operational efficiency. They also encourage responsible sourcing, durable and repairable designs that reduce waste, and recyclability. The framework requires the disclosure and phase-out of hazardous substances in alignment with global regulations, and prioritizes ethical raw material sourcing, fair labor practices and supplier transparency.

In 2024, we presented the criteria at multiple industry events, including at the World Health Organization and CleanMed 2024, to accelerate provider adoption and implementation.



Client solutions

Sustainability Advisory Council

In addition to guiding and informing industry decarbonization initiatives, the Vizient-hosted, provider-led Sustainability Advisory Council guides strategy and offerings related to waste, water, procurement and other healthcare sustainability topics. Leading by example, council members influence the broader provider community through expert presentations on topics like environmentally preferred purchasing, chemicals of concern and instructive, world-class case studies.

New provider maturity model

Using our data analytics and deep subject-matter expertise, Vizient partners with providers across the country to develop and implement strategies for optimizing energy, water, waste, transportation, construction and sustainable design. In 2024, Vizient advanced its consulting practice with the development of a new maturity model to chart provider progress on environmental sustainability over five stages. The model uses provider greenhouse gas emissions reporting and targets, as well as a percentage of environmentally preferred spend, as a proxy for environmental sustainability. The model empowers clear and consistent provider assessments, opportunity identification and performance improvement.

“ At UChicago Medicine, we have partnered with Vizient to use its Environmental Sustainability Optimized Insights tool to help educate our Sourcing and Value Analysis teams on sustainability factors related to categories we currently use and those going out to bid. This helps us understand and factor sustainability into our sourcing strategies as an element of our overall efforts in supporting climate health and sustainability for our patients and communities. ”

—Eric Tritch, senior vice president and chief supply chain officer, UChicago Medicine



Environmental Sustainability Excellence Awards

This annual recognition elevates providers making significant contributions to human and environmental health through their purchasing and operations. Providers honored in 2024 include Stony Brook University Hospital, Memorial Health, Legacy Health, Buchanan General Hospital and Children's Hospital Los Angeles.



Appendix

- GRI content index
- SASB disclosures
- TCFD disclosures
- Resources



GRI content index

To assist stakeholders in understanding and benchmarking our corporate responsibility performance, we utilize the Global Reporting Initiative (GRI) Standards. These include an internationally recognized set of indicators for economic, environmental and social topics related to business performance.

The information provided includes content from our corporate responsibility reporting, in addition to direct answers and links to other publicly available sources on our corporate website.

Statement of use

Vizient, Inc. (“Vizient”) has reported the information cited in this GRI content index in reference to the GRI Standards for the period of January 1 to December 31, 2024.

GRI 1 used

GRI 1: Foundation 2021

Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Vizient is a privately held, provider-owned healthcare improvement company. We empower healthcare providers to improve operations and care through integrating data and analytics, strategic consulting and spend management services, which in 2024 represented \$156 billion in annual purchasing volume. Meet Vizient More information can be found at https://www.vizientinc.com .
	2-2 Entities included in the organization’s sustainability reporting	No relevant exclusions during the reporting period
	2-3 Reporting period, frequency and contact point	The reporting period covers the 2024 calendar year. Vizient has produced reports on corporate responsibility, environmental, social and governance performance annually for the past thirteen years. Contact Us
	2-4 Restatements of information	Not applicable during the reporting period
	2-5 External assurance	Not applicable during the reporting period
	2-6 Activities, value chain and other business relationships	Meet Vizient Corporate responsibility
	2-7 Employees	As of Dec. 31, 2024, we had 5,025 employees.
	2-8 Workers who are not employees	Contractors do not comprise a significant amount of our workforce.

Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont.)	2-9 Governance structure and composition	Governance Vizient is governed by a 13-member Board of Directors that includes executives and clinicians from academic medical centers, community hospitals and independent organizations across the nation. This depth of experience enables the board to provide counsel on the strategic direction of the business and decisions that affect our financial performance and return to providers. All board members are appointed by the board to serve on one of three committees: Compensation; Audit and Finance; and Governance, Nominating and Compliance. Each committee’s charter defines its role and responsibilities within the Vizient corporate governance framework.
	2-10 Nomination and selection of the highest governance body	The Governance, Nominating and Compliance Committee develops and utilizes competency-based criteria for nominating Board candidates for election by the stockholders, which includes executive and board leadership experience, type of healthcare industry knowledge and experience, business acumen and other factors as determined by the Committee.
	2-11 Chair of the highest governance body	Richard J. Liekweg is the board chair of Vizient. Mr. Liekweg is a non-executive director. The roles of Chair and Chief Executive Officer are separated at Vizient.
	2-15 Conflicts of interest	Vizient’s three board committees work in parallel to avoid conflicts of interest and evaluate annual performance to ensure a focus on business and market needs to promote economic growth and organizational stability. The Vizient board listens to and incorporates provider and employee input through our executive management team at board meetings.
	2-18 Evaluation of the performance of the highest governance body	A survey reviews board members’ annual performance.
	2-22 Statement on sustainable development strategy	Letter from Byron Corporate responsibility strategy
	2-23 Policy commitments	Public Policy and Government Relations



Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont.)	2-26 Mechanisms for seeking advice and raising concerns	GRI Standards of Business Conduct pages 14-15 and 23 EthicsPoint Compliance Line We maintain independent reporting hotlines that are available 24/7 to report potential concerns, which can be reported confidentially. We strictly prohibit harassment of or retaliation against any employee or person who, in good faith, reports a known or suspected violation.
	2-28 Membership associations	Stakeholders
	2-29 Approach to stakeholder engagement	Vizient engages wide-ranging stakeholders including employees, suppliers, providers, communities, policymakers and government officials and industry groups and associations. Stakeholders Public policy
	2-30 Collective bargaining agreements	None of Vizient’s employees are covered by collective bargaining agreements.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	To define report content and boundaries for our GRI Specific Standard Disclosures, we have assessed the materiality of topics among key stakeholder groups both within and outside our organization.
	3-2 List of material topics	The material GRI topics featured in this GRI content index include: <ul style="list-style-type: none">• Economic Topics: Economic Performance and Indirect Economic Impacts• Environmental Topics: Supplier Environmental Assessment• Social Topics: Employment, Training and Education, Local Communities, Supplier Social Assessment, Public Policy and Customer Privacy
GRI 201: Economic Performance 2016	3-3 Management of material topics	Meet Vizient
	201-2 Financial implications and other risks and opportunities due to climate change	TCFD disclosures
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	Invest in communities Improve resilience
	203-1 Infrastructure investments and services supported	Corporate grantmaking

Standard	Disclosure	Location
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Protect resources Empower decarbonization
	308-1 New suppliers that were screened using environmental criteria	In 2024, 91% of suppliers on contract reported on environmental attributes during the national bid process.
GRI 401: Employment 2016	3-3 Management of material topics	Careers
	401-1 New employee hires and employee turnover	In 2024, we hired 1,048 new employees. Hires increased due to the acquisition of Kaufman Hall, which alone resulted in 577 hires in 2024. Employee voluntary and involuntary rates were 4.3% and 5.9% respectively.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits are made available to all full-time employees. We do not typically hire part-time employees. Employee benefits Careers
	401-3 Parental leave	Vizient provides 16 weeks of parental leave to all employees starting on day one of employment, to be used within the first 12 months of the new family member’s arrival. In addition, mothers are now eligible for up to eight weeks of maternity leave and 16 weeks parental, to be taken within nine months of the child’s birth. The company also offers six weeks of family leave to support those who need time off to care for a loved one undergoing a serious illness or for a qualifying military exigency.
GRI 404: Training and Education 2016	3-3 Management of material topics	At Vizient we encourage and empower employees to own their career path and lead their own development, with resources that help them align their unique aspirations with the company’s strategic business objectives. Every year, employees are encouraged to create their individualized career development plan and performance goals with their manager, and revisit at least twice a year. At year’s end, every team member is formally evaluated by their manager on both performance (what is accomplished) and values (how it is accomplished). It is a two-step process that includes both a “look back” performance evaluation and a “look forward” talent review that enables all of us to think more holistically about performance and individual development. The outcomes of this process include performance feedback and rating, merit/incentive rewards, and identified individual development opportunities to support employee growth.



Standard	Disclosure	Location
GRI 404: Training and Education 2016 (cont.)	3-3 Management of material topics (cont.)	<p>Building on the continuous learning opportunities offered using a 70-20-10 approach (learning through doing, from others and from formal learning), we provide content to optimize individual, team-based and organizational learning. Through our Docebo learning management system, LinkedIn Learning and Skillsoft Percipio, employees can access on-demand eLearning and instructor-led content spanning topics including our values and culture, the business of healthcare, Vizient business operations, soft skills training and role-based leadership development.</p> <p>In 2024, Vizient expanded AI-driven learning through Skillsoft Percipio AI simulations as part of its Upskilling Catalog. Prioritized by the Vizient Learning Council to address urgent business needs, the catalog combines traditional on-demand eLearning from LinkedIn Learning with Skillsoft Percipio’s Conversation Artificial Intelligence Simulator (CAISY) for practical application. Accessible via Docebo LMS, the catalog recorded 1,146 completed simulations by 268 unique employees, covering 53 topics.</p> <p>In 2024, Vizient continued to offer Franklin Covey six-month leadership programs facilitated by the Enterprise Learning Team, with one tailored for mid-to-senior leaders and another for team leaders. Each program included an in-person workshop, multiple virtual coaching clinics and a live capstone presentation. A total of 96 mid-to-senior level leaders participated in 2024 with a 90% completion rate, and 91% found the program effective or highly effective. Meanwhile, 93 team leaders participated with a 95% completion rate and 97% found the program effective or highly effective.</p> <p>Vizient also offers employees an annual reimbursement of up to \$5,250 for tuition, books and lab fees for approved courses.</p>
	404-1 Average hours of training per year per employee	<p>In 2024, Vizient employees completed 213,604 self-directed hours including online courses and learning content and 22,764 instructor-led training hours—together totaling 236,368 hours. Our employees each averaged 53 hours of training and/or learning. This represents a considerable increase over last year, which we attribute to investments in the learning curriculum and the launch of LinkedIn Learning. Reported hours are based on data from Docebo LMS, LinkedIn Learning and Skillsoft Percipio and exclude additional learning hours provided or administered outside of these systems.</p>

Standard	Disclosure	Location
GRI 404: Training and Education 2016 (cont.)	404-3 Percentage of employees receiving regular performance and career development reviews	All employees received performance reviews during the reporting period.
GRI 413: Local Communities 2016	3-3 Management of material topics	<p><i>Health access</i></p> <p><i>Invest in communities</i></p> <p><i>Improve resilience</i></p>
	413-1 Operations with local community engagement, Impact assessments, and development programs	<p><i>Invest in communities</i></p>
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	All suppliers must meet our Supplier Expectations and agree to our Supplier Standards .
	414-1 New suppliers that were screened using social criteria	In 2024, 91% of suppliers on contract reported on environmental attributes during the national bid process.
GRI 415: Public Policy 2016	3-3 Management of material topics	<p>Public Policy and Government Relations</p> <p>In 2024, priority issues for active engagement included:</p> <ul style="list-style-type: none">• Healthcare group purchasing and the healthcare supply chain, including supply chain transparency• Increasing efficiency and enhancing value in healthcare delivery• Prescription drug costs, pricing and shortages, support for competition through adoption of biosimilar and generic medications• Medicare and Medicaid payment issues• Workforce policies that address the shortage of healthcare professionals



Standard	Disclosure	Location
GRI 415: Public Policy 2016 (cont.)	415-1 Political contributions	<p>In addition to advocacy and member education, Vizient also contributes to political candidates through the Vizient, Inc., Political Action Committee (PAC). The PAC strategically prioritizes contributions to Members of Congress who sit on key congressional committees that have the power to shape healthcare policy, as well as Members who represent districts or states in which we have significant employee presence. This provides Vizient and its members with opportunities to build relationships, expand understanding of our role in the healthcare supply chain, and support candidates whose viewpoints and proposed policies align with our public policy priorities.</p> <p>In 2024, the Vizient, Inc. PAC’s annual political contributions totaled \$99,000, with \$50,000 (50.5%) going to Democrat candidates and DNC- supporting PACs and \$49,000 (49.5%) to Republican candidates and GOP-supporting PACs. Vizient aims to maintain a close balance in its PAC contributions between parties.</p>
GRI 418: Customer Privacy 2016	3-3 Management of material topics	<p>Vizient Privacy Policy</p> <p>Vizient’s Health Insurance Portability and Accountability Act (“HIPAA”) Compliance Program addresses matters concerning the privacy and security of health information mandated in the Health Insurance Portability and Accountability Act of 1996, as amended by the Health Information Technology for Economic and Clinical Health Act of 2009 (“HITECH”) and Omnibus Rule (collectively defined as “HIPAA”).</p> <p>We recognize the importance of the privacy, confidentiality, integrity, availability and security of individually identifiable health information, referred to as Protected Health Information (“PHI”) under HIPAA. In support of serving our members and complying with the HIPAA Security and Privacy Rules, we have invested heavily in administrative, physical and technical safeguards to support reliable and highly secured operations.</p>
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>There have been no breaches of protected health information during the reporting period.</p>



SASB disclosures

The **Sustainability Accounting Standards Board (SASB) Standards** guide the disclosure of financially material sustainability information by companies and are designed to help communicate how sustainability issues impact long-term enterprise value.

Accounting metrics

Topic	Metric	Code	References
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Vizient’s Health Insurance Portability and Accountability Act (“HIPAA”) Compliance Program addresses matters concerning the privacy and security of health information mandated in the Health Insurance Portability and Accountability Act of 1996, as amended by the Health Information Technology for Economic and Clinical Health Act of 2009 (“HITECH”) and Omnibus Rule (collectively defined as “HIPAA”). We recognize the importance of privacy, confidentiality, integrity, availability and security of individually identifiable health information, referred to as Protected Health Information (“PHI”) under HIPAA. In support of serving our customers and complying with the HIPAA Security and Privacy Rules, we have invested heavily in administrative, physical and technical safeguards to support reliable and highly secured operations.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Vizient Privacy Policy
	Number of data breaches, including percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII) and number of customers affected	SV-PS-230a.3	No material breaches during the reporting period.

Topic	Metric	Code	References
Employee Engagement	Voluntary and involuntary turnover rate for employees	SV-PS-330a.2	In 2024, we hired 1,048 new employees, marking an increase from previous years due to the acquisition of Kaufman Hall, which alone resulted in 577 new hires. Employee voluntary and involuntary rates were 4.3% and 5.9% respectively.
	Employee engagement as a percentage	SV-PS-330a.3	In 2024, our employee engagement score was 75%.
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	SV-PS-510a.1 Vizient Standards of Business Conduct GRI content index, Socioeconomic Compliance 103
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	No material instances during the reporting period.

Activity metrics

Metric	Code	References
Number of employees by full-time and part-time, temporary and contract	SV-PS-000.A	As of Dec. 31, 2024, Vizient had 5,025 full-time employees, including those that joined Vizient as part of our Kaufman-Hall acquisition on August 1, 2024.



TCFD disclosures

To support readers, the four sections of the Task Force for Climate-related Financial Disclosures (TCFD) framework have been mapped to content in Vizient’s Corporate Responsibility Report. Direct responses have also been provided. For additional information on TCFD, please visit <https://www.fsb-tcfd.org>.

Governance

Disclosures	References
Board’s oversight of climate-related risks and opportunities	Relevant risks and opportunities are overseen by Vizient’s Audit and Governance, Nominating and Compliance Committees. Climate-related risks are also included in Vizient’s assessment of enterprise risks.
Management’s role in assessing and managing climate-related risks and opportunities	Vizient has developed a climate action plan with cross-functional responsibilities. Vizient’s chief people officer and chief culture and impact officer serve as the executive sponsors of the climate action plan. Vizient’s general counsel also oversees the assessment of climate-related risks, which is managed by Vizient’s Audit Services function.

Strategy

Disclosures	References
Climate-related risks and opportunities identified over short-term, medium-term and long-term horizon	Empower decarbonization Industry coordination
Impact on businesses, strategy and financial planning	Climate Resilience Plan Disaster response Supplier engagement Client activation
Impact of different scenarios, including a 2°C or lower scenario	In partnership with intelligence subsidiary Sg2, Vizient developed an industry-leading TCFD Issues Brief, which included scenario mapping of Vizient’s specific physical and transitional risks and opportunities around climate. As part of this work, we assessed the potential impact of climate change on the U.S. healthcare sector based on two scenarios—one where global temperatures rise by no more than 2 degrees Celsius (the “transition to a low-carbon economy” scenario), and the other where global temperatures rise by 4 degrees (the “business as usual” scenario). To add further texture to our analysis, we identified and explored ten important climate trends affecting healthcare in particular. Vizient’s TCFD Issues Brief culminated with the development of a climate risk-opportunity profile for U.S. healthcare, which has been shared with industry peers.

Risk management

Disclosures	References
Process for identifying and assessing climate-related risks	With oversight from Vizient’s Audit Services and Corporate Responsibly Teams, we receive cross-functional input to support the ongoing identification and assessment of climate-related risks. Processes include Vizient’s enterprise risk assessments, materiality assessments and the development of our TCFD Issues Brief, climate action plan and annual corporate responsibility reports.
Processes for managing climate-related risks	Supplier engagement Client activation Industry coordination
Integration into overall risk management	Climate-related risks, including those related to extreme weather events, are included in Vizient’s assessment of enterprise risks.

Metrics and targets

Disclosures	References
Metrics used by the organization to assess climate-related risks and opportunities	Emissions inventory
Scope 1, 2 and 3 greenhouse gas emissions	Emissions inventory
Targets used and performance against targets	Emissions target



Resources

¹ Internal Vizient survey of 485 generative AI training participants, conducted in Q3 2024.

² Amman D. Centralized hub on West Second Street helps people in recovery. LEX 18 News - Lexington, KY (WLEX). November 8, 2024. Accessed June 16, 2025.
<https://www.lex18.com/news/covering-kentucky/centralized-hub-on-west-second-street-helps-people-in-recovery>

³ Self W, Lezotte D, Sengupta I, Stucky B, Raffo C, Santhanakrishnan S. Future of the U.S. Healthcare Industry. Mercer. Accessed June 16, 2025.
<https://www.mercer.com/en-us/insights/talent-and-transformation/attracting-and-retaining-talent/future-of-the-us-healthcare-industry/>

⁴ Goldman M. Health worker shortages forecast thru 2028. Axios. September 5, 2024. Accessed June 16, 2025.
<https://www.axios.com/2024/09/05/health-worker-shortages-predicted-2028>





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Vizient, Inc., the nation's largest provider-driven healthcare performance improvement company, serves more than 65% of the nation's acute care providers, including 97% of the nation's academic medical centers, and more than 35% of the non-acute market. The Vizient contract portfolio represents \$156 billion in annual purchasing volume enabling the delivery of cost-effective, high-value care. With its acquisition of Kaufman Hall in 2024, Vizient expanded its advisory services to help providers achieve financial, strategic, clinical and operational excellence. Headquartered in Irving, Texas, Vizient has offices throughout the United States. Learn more at www.vizientinc.com.

Connect with us!

To give feedback, ask questions or share ideas on how we can elevate our positive impact, please contact us at CSR@vizientinc.com.