



2022 DEI ANNUAL REPORT

By collaborating thoughtfully as an organization, we are confident that Trinity can be a changemaker for prioritizing diversity, equity and inclusivity in the healthcare industry and beyond.

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Introduction

Welcome to Trinity Life Sciences' Diversity, Equity, and Inclusion (DEI) Annual Report. This report provides an overview of the progress made throughout 2022 as it relates to fostering a diverse, inclusive and equitable workplace. Additionally, this report highlights Trinity's ongoing approach, efforts and potential areas for improvement.

Throughout 2022, Trinity has remained committed to our vision and goals (as outlined on page 4) and the importance and evolution of diversity, equity, and inclusion. Through the work of our DEI Strategy Team and the continuous and increased involvement of Trinity employees, at all levels, we have been able to expand and introduce our DEI initiatives and programming.

We continue to pride ourselves on our ability and willingness to learn from and connect with one another. This ability has allowed us to create a workplace in which everyone feels valued, respected, supported and has the opportunity to thrive. We recognize that these are crucial components to our success and that our journey, efforts, and commitment must be ongoing in order to challenge inequity, continuously foster inclusion and truly effect change.

We hope this report will serve as a transparent and informative overview of our progress, and demonstration of our commitment to hold ourselves accountable to continuous improvement. We encourage feedback and engagement from all members of our organization and industry. We are proud to share this with you and appreciate you taking the time to read Trinity Life Sciences' 2022 Diversity, Equity and Inclusion Annual Report.

Your DEI Strategy Team

Maia Germain, Herman Sanchez, Lisa Bailey, Shanice O'Brien, Lauren Noonan and Archana Singh

Our Vision & Goals

The DEI Strategy team is founded on TRINITY's mission to lead transformation in the life sciences industry. We believe that diversity, equity and inclusion are integral to our ability to innovate and build successful, trusting relationships both internally and in partnership with our clients.

Recognizing that change starts from within; we are committed to continuous & measured assessment of our existing policies and behaviors to ensure we're attracting, developing & retaining exceptional teams that reflect the communities we ultimately serve. By collaborating thoughtfully as an organization, we are confident that TRINITY can be a changemaker for prioritizing diversity, equity & inclusivity in the healthcare industry and beyond.

- 01.** Center Diversity, Equity and Inclusion in TRINITY's values, strategy and workplace.
- 02.** Increase TRINITY's diversity and ensure equity across all employees by establishing and tracking metrics around recruitment, retention and development.
- 03.** Foster educational opportunities across the organization that exemplify and advance TRINITY's DEI vision.
- 04.** Build a community that acknowledges & embraces that TRINITY is stronger when we're able to bring our authentic selves to the workplace.

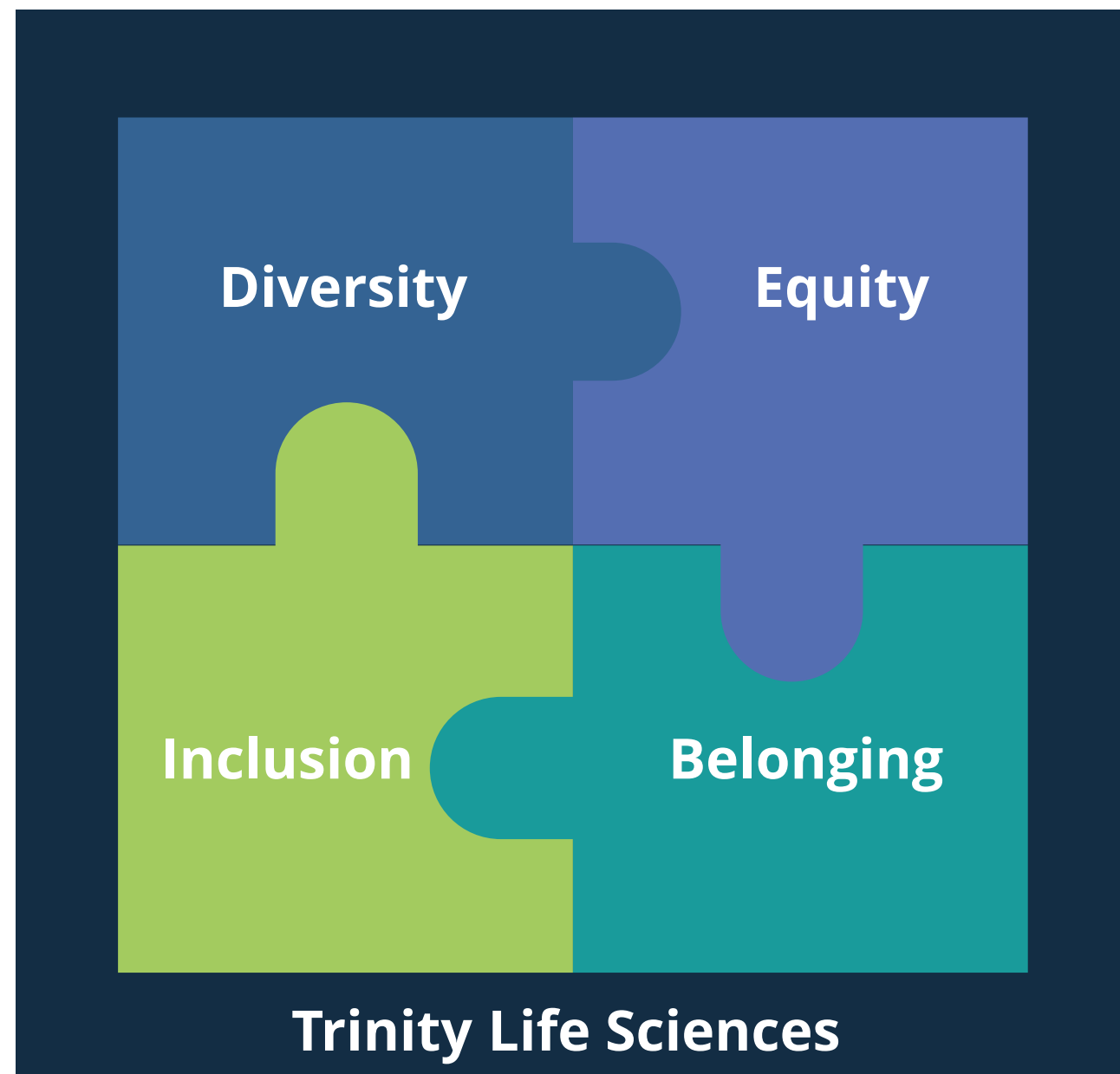
Our DEI Journey



Defining DEI

Diversity, Equity, Inclusion and Belonging (DEIB) are the puzzle pieces that compose Trinity's culture, business and success. Our commitment to DEIB enables us not only to foster a safe and encouraging environment for employees but also to create a better Trinity where every voice is heard and valued and everyone feels a sense of belonging.

We continuously strive to ensure that we are embedding diversity, equity, inclusion and belonging into all that we do.



Diversity

A wide range of experiences and voices around the table which fully represent the communities in which we operate.

Equity

Everyone has fair access to opportunities to advance, succeed and be their best, authentic selves.

Inclusion

The actions and policies we put in place to ensure everyone feels like they belong – to be seen, heard and known.

Belonging

A basic human need to be accepted as a member of a group and be treated with respect and dignity.

2022 Highlights



Affinity Groups

To support the need for safe spaces and to deepen the sense of inclusion and belonging, Affinity Groups were introduced as a supplement to the existing resource group structure. You can learn more about this on page 17.



Growing Globally

With the acquisition of D Cube Analytics, Trinity has continued its global and strategic growth. This acquisition grew our presence in India, with two new office locations and added extensive data science and digital transformation capabilities to Trinity's portfolio.



600+ Hours

Employees of all levels in the organization committed their time and talents to DEI initiatives. In 2022, more than 600 hours were invested in DEI related activities.



DEI Newsletter

With the goal of regularly updating employees on DEI education, internal initiatives and the Life Sciences industry, a monthly DEI newsletter was launched.

Workforce Representation

At Trinity, we acknowledge that the success of our business hinges on the individuals who make up our organization. We understand the importance of fostering a workforce that mirrors the diverse communities and clients we serve. Our diverse backgrounds, perspectives and identities contribute to our strength and innovation as an organization.

To continuously assess and deepen our understanding of our workforce composition, we provide a demographic data questionnaire to employees throughout the year. The employee demographic data presented in this report is representative of our U.S. population as captured in the aforementioned questionnaire in our HRIS system.

Participation in our demographic survey is voluntary and employees have the choice to answer or opt out of specific questions. Moving forward, we are committed to globalizing our demographic data collection efforts through education and encouraging more employees to access and complete the demographic survey in our HRIS system. Helping our employees understand the importance of this data in improving and strengthening our culture will enable our future annual DEI reports to provide a more comprehensive reflection of Trinity's global presence and a broader dataset for our own analysis.

Additionally, we continuously solicit qualitative feedback from our employees through various tools, such as listening tours and an annual employee engagement survey.

We remain committed to better understanding our workforce and utilizing the data we gather to inform our diversity and inclusion initiatives.





Who We Were In 2022

50+%
Women

350+
New hires

800+
Employees

45% of
Management
are Women

30+%
Employees
are BIPOC

Employee Metrics

By Gender

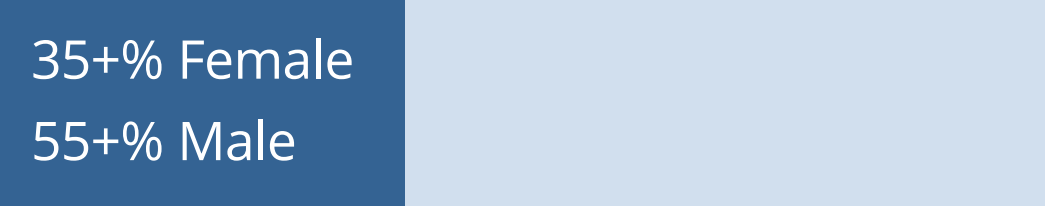
Trinity Employees (U.S. Only - 723 Total)



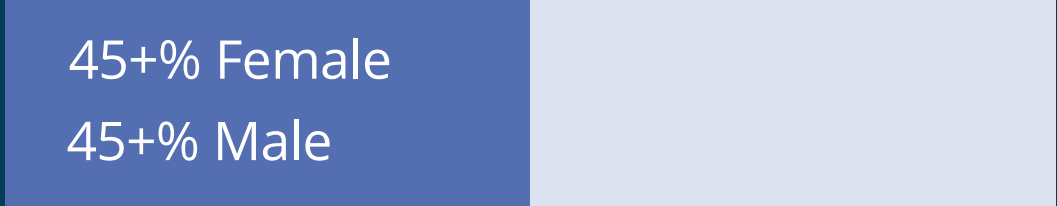
In 2022, Trinity expanded the demographic options in our HRIS system (Paycom) to better reflect the diversity of gender identity. Options were expanded to include Transgender Man/Woman and Non-Binary options.*

Gender data showcased throughout this report, does not detail the exact percentages of each gender group at Trinity.

Leadership*



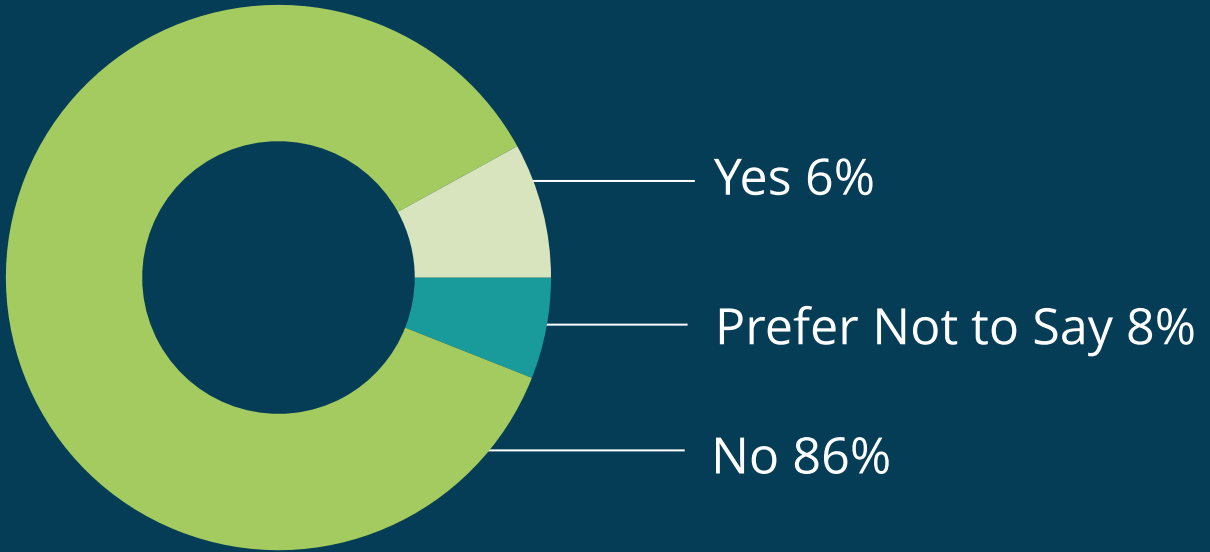
Management*



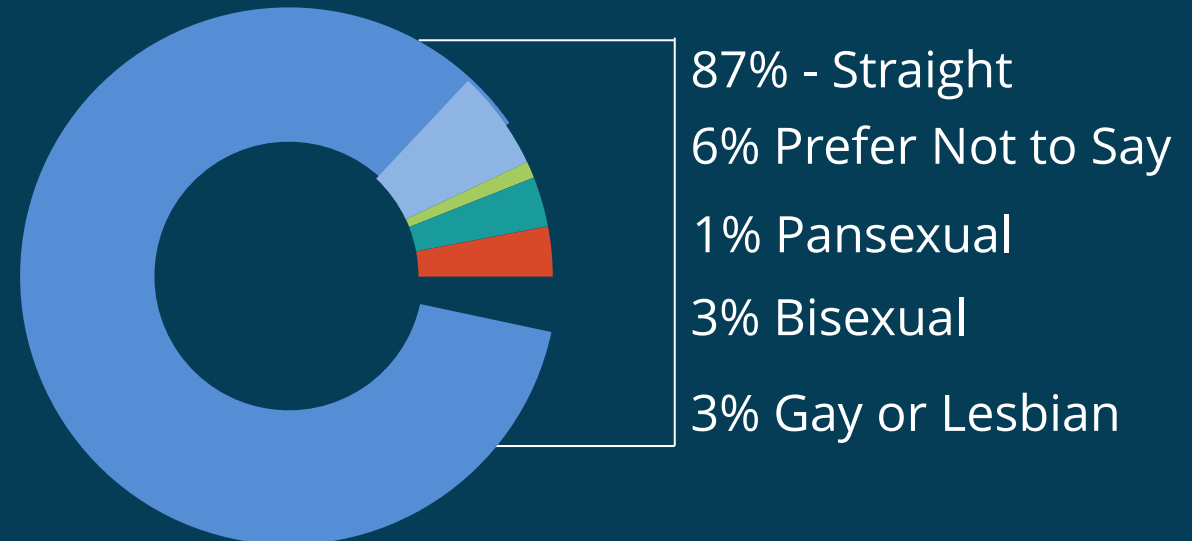
Staff*



By Disability



By Sexual Orientation

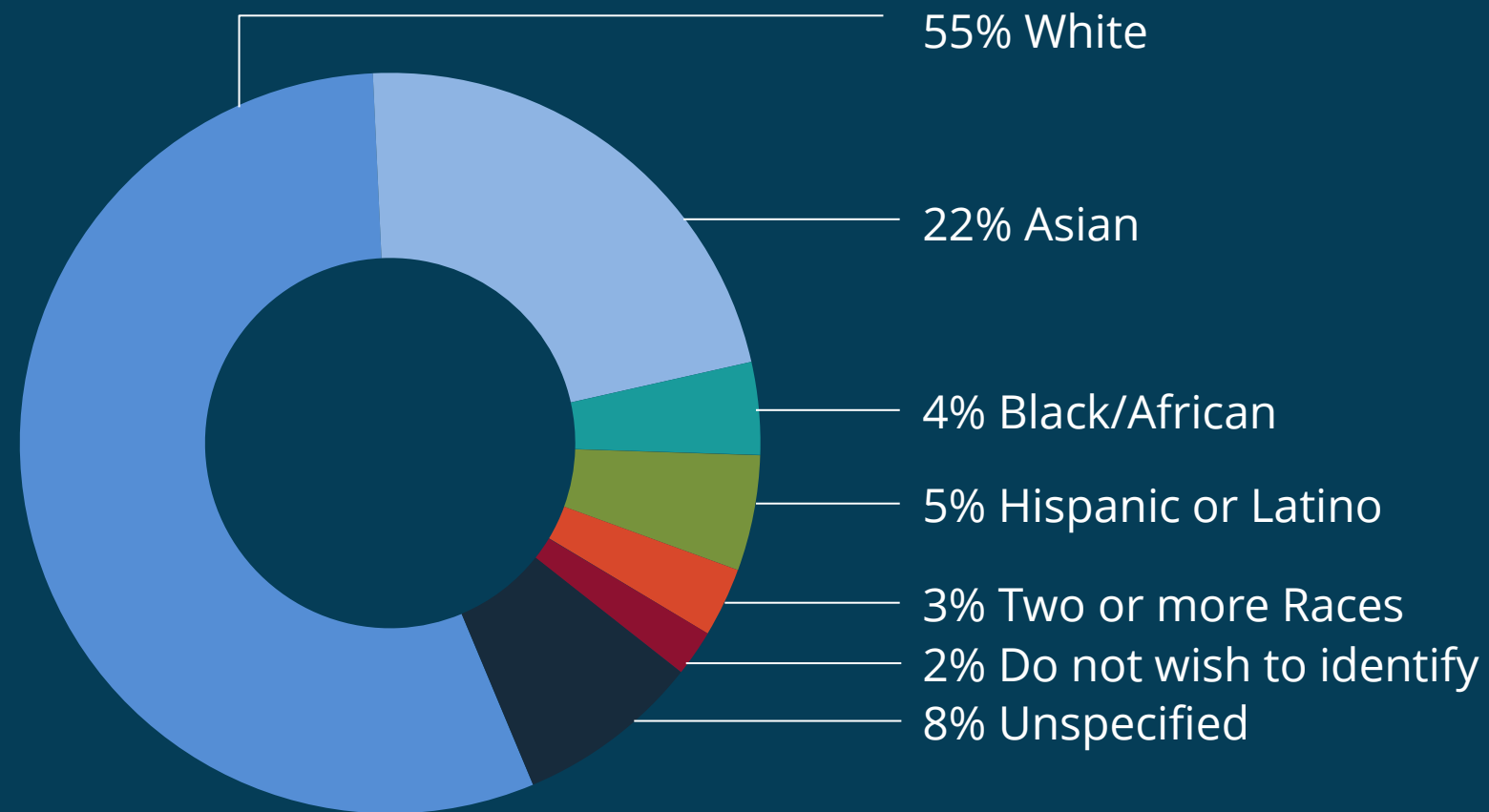


Out of all U.S. employees, Trinity's Transgender population is <1%.*

Employee Metrics

By Race/Ethnicity

Trinity Employees (U.S. Only - 723 Total)



From 2020 to 2022, the Black/African-American and Hispanic/Latino populations at Trinity have increased consecutively.*

Leadership

9% - Asian	0% - Pacific Islander
1% - Black/African-American	2% - Two or More Races
2% - Do Not Wish	13% - Unspecified
4% - Hispanic/Latino	68% - White
0% - Native American	

Management

20% - Asian	0% - Pacific Islander
3% - Black/African-American	2% - Two or More Races
3% - Do Not Wish	10% - Unspecified
2% - Hispanic or Latino	60% - White
0% - Native American	

Staff

29% Asian	.25% Pacific Islander
6% Black/African-American	3% Two or More Races
2% Do Not Wish	5% Unspecified
7% Hispanic or Latino	47% White
1% Native American	

*In 2020 and 2021, Trinity's Black/African-American population was 2.4% and 4.8%, respectively.

*In 2020 and 2021, Trinity's Hispanic/Latino population was 3.8% and 4.5%, respectively.

Both, Native American/Alaska Native and Pacific Islander groups are < 1% of the U.S. employee population.

Hiring Efforts

In 2022, we remained steadfast in our commitment to infusing our recruitment and hiring practices with Diversity, Equity and Inclusion (DEI) principles. We expanded our efforts by forging partnerships and initiating campus recruitment at new schools, enriching our candidate pool with greater diversity. Notably, we established collaborations with black student unions at various universities and increased our presence at Historically Black Universities and Colleges (HBCUs), such as Howard University.

To ensure fair and unbiased hiring processes, we continued providing managers with valuable training on unconscious bias and job description reduction bias specifically related to recruitment. These training sessions equipped managers with best interview practices and increased awareness of how unconscious bias can manifest. Topics covered included identifying biased buzzwords and fostering objective candidate evaluation. Furthermore, we sustained our case study standardization initiative introduced in 2021. This initiative aimed to minimize subjectivity within the case portion of the Strategic Advisory interviews, fostering greater consistency and fairness throughout the evaluation process.

Our longstanding recruitment partnerships with programs like [INROADS](#) and [SMDP](#)* persisted in 2022 as well. These programs focus on creating opportunities for individuals historically underrepresented in the life sciences industry. They not only provide valuable pathways for diverse talent but also enable Trinity Life Sciences employees to engage in mentorship and support rising professionals.

In 2022, we made strides toward globalization, a key component of Trinity's 5-year strategic plan. Organic growth represented 60% of our hiring as we welcomed over 390 new employees at various levels across ten countries. Through the acquisition of D Cube Analytics, we expanded Trinity's global footprint with two new office locations in Southern India (Bengaluru and Chennai) and over 275 employees across India and the United States.

To gain a comprehensive understanding of our hiring trends, identify areas of success and pinpoint potential areas for improvement, we continue to partner with Talent Acquisition for rigorous data collection throughout the recruitment pipeline and proactive identification of opportunities to attract exceptional talent that is reflective of the communities we ultimately serve. Through our ongoing commitment to DEI, we strive to foster an inclusive and diverse workforce that embraces varied perspectives and experiences. We remain dedicated to refining our recruitment practices and creating a workplace that values and empowers all individuals.

*INROADS is a program that creates pathways to careers for diverse high school students and college students across the country.

*Scientist Mentoring & Diversity Program (SMDP) is a program that looks for minority scientists and STEM majors at the Graduate level and matches them with mentors from the Biotech industry to accelerate their careers



Hiring Efforts

350+
Employees
Hired

70%+
of Hires at Staff
Level

40%+
Employees Hired at
Staff Level Identify
as BIPOC

45%+
of Leadership
Hires are Women

Hiring Increase
Across All Races/
Ethnicities

Our Global Presence



While this report primarily focuses on U.S. demographic data, it is important to acknowledge that Trinity's influence extends well beyond the borders of the United States. With offices and employees in diverse locations such as Canada, England, Germany, India and in various countries throughout South America, Trinity operates on a global scale.

As Trinity continues to enhance its DEI efforts, we remain dedicated to recognizing and embracing the diverse backgrounds and cultures of our employees. We are committed to nurturing and expanding our global mindset while fostering inclusive practices that reflect the richness of our global workforce.

Inclusion Efforts

Learning and Growing in Community

At Trinity, fostering and maintaining inclusion has always been a top priority and a continuous effort. Throughout the years, our employee-led groups, such as Cultural Perspectives, Gender Perspectives and LGBTQIA+ Perspectives, have created intentional spaces for employees to deepen their understanding of DEI through various programs, events, educational opportunities and connections with others. Furthermore, we have consistently built and upheld an inclusive environment by providing training, empathy circles, DEI Townhalls and more.

In 2022, these efforts extended beyond the office as employees from our U.S., Indian, European and Canadian offices came together to volunteer at local organizations in their communities throughout the year. Volunteering activities included assisting at local food banks, farms, national parks and more, providing employees with the chance to make a positive impact while fostering connections and gaining a deeper understanding of one another. Employees from our Cultural Perspective Group also ventured outside the office, visiting the National Museum of African-American Culture and History to commemorate Juneteenth and learn about the rich history and achievements of African-Americans.

Moreover, we expanded our inclusive efforts by introducing a monthly DEI Newsletter, which highlighted cultural holidays occurring each month. This newsletter featured information about DEI initiatives and events at Trinity, while also spotlighting a different employee each month to celebrate their diverse backgrounds and experiences."



Inclusion Efforts

Introducing Affinity Groups

In 2022, Trinity introduced Affinity Groups with the goal of establishing safe spaces for individuals who may not feel secure in the larger community due to being in the numerical minority. Affinity Groups are voluntary associations of employees who come together based on shared characteristics, interests, or experiences. These groups have played a pivotal role in organizing impactful events, educational workshops, valuable programs and engaging social activities that have greatly contributed to the overall efforts and goals of our organization in promoting diversity, equity and inclusion.

The addition of various Affinity Groups at Trinity, including **All-In For Women, Asians at Trinity, Black Employees at Trinity, Latinx & Hispanic** and **Chronic Illness Affinity Groups**, serves as a testament to our commitment to acknowledging the unique challenges faced by individuals from underrepresented groups and the vital need for support and inclusive communities.]

Through the formation of these Affinity Groups, employees have been able to gain a deeper understanding that everyone at Trinity is not only welcomed but also encouraged to bring their authentic selves to the workplace. Trinity consistently strives to create an environment that celebrates the richness of our differences, fostering an inclusive culture that empowers and uplifts all individuals within our organization.



Inclusion Efforts

Continuing 'All-In For Women' in the India Region

Trinity's **'All-In For Women'** initiative was piloted by employees in the Gurgaon, India office in 2021 and has continued its impactful work throughout 2022. This initiative was created to build a more inclusive and supportive environment across our India region by:

- Bringing women's voices to the table
- Establishing a safe space to share experiences and
- Allowing diverse and inspiring colleagues to connect

In order to achieve these goals, this initiative provided three structured sessions designed around the below themes:

INSPIRE: These sessions allowed participants to inspire each other through personal stories. During these sessions, women employees were spotlighted with speakers spanning LT and staff.

WE CARE: These sessions provided an opportunity to increase self-confidence by celebrating and sharing each other's big or small wins, including times women spoke up or 'leaned in'.

THINK-TANK: These sessions allowed participants to draw ideas via shared perspectives on common challenges in a focused breakout discussion.



These sessions occurred at different cadences (monthly, bi-monthly, etc.) and ultimately provided participants with community, support and a greater sense of belonging.

Trinity Perspective Groups



Cultural Perspectives

Cultural Perspectives was established to celebrate cultural diversity at Trinity and strive to enhance that diversity through recruitment, retention and education. This group has consistently prioritized community and inclusion.

From their visit to the National Museum of African American Culture and History to their involvement in researching and developing DEI-related white papers, the Cultural Perspectives group has consistently driven positive change within Trinity. Through their efforts, the Cultural Perspectives group has been instrumental in fostering a more diverse and inclusive workplace.



Gender Perspectives

Gender Perspectives is dedicated to promoting gender parity and empowering individuals at Trinity to fully utilize their skills and talents, free from the constraints of bias.

Through initiatives like Negotiation Training and collaborative panel discussions such as "Advocating for DEI and Taking the Next Step" in partnership with the Women's Healthcare Business Association, Gender Perspectives has consistently sought to educate and provide growth opportunities for employees at Trinity. In 2023 and beyond, Gender Perspectives remains committed to fostering equity and driving progress for all members of our community.



LGBTQIA+ Perspectives

LGBTQIA+ Perspectives Group is committed to furthering LGBTQIA+ equity in the workplace and fostering a greater sense of safety. Much of their work is completed through educational programming and fun events that foster a sense of inclusion and belonging.

Along with the return of their "Walk A Mile" event, which is held in recognition of National Coming Out Day, the LGBTQIA+ Perspective group held a Trans Panel Event, which allowed employees to better understand the reality and challenges that can come with being Trans in the workplace. The LGBTQIA+ Group looks forward to continuing its efforts and impact in 2023.

2022 Perspective Group Events

Trans Panel Event
 "Walk A Mile" Event
 Hispanic Heritage Month Jeopardy

Fireside Chats
 PRIDE Jeopardy
 LGBTQIA+ Book Club Meeting

Trip to African-American Museum
 Mentorship Program
 Panel Discussion on Advocating for Diversity

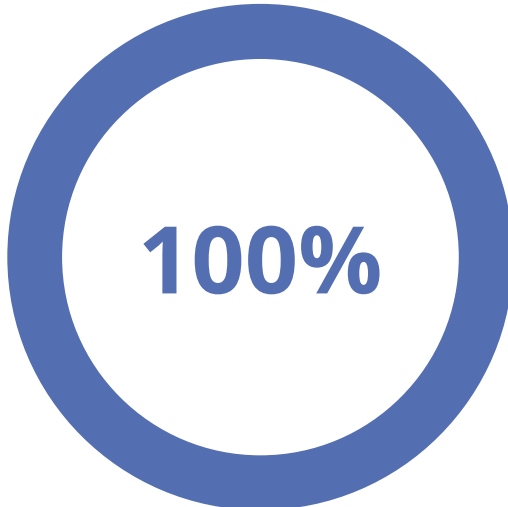
Equity Efforts

The Executive Sponsorship Program was established to increase opportunities for advancement and visibility for rising talent, especially those that identify as women and/or BIPOC (Black, Indigenous and/or People of Color). This program specifically focused on individuals in the aforementioned groups as an acknowledgment and response to systemic barriers that often exist in the world and workplace.

Various forms of unconscious bias can lead to homogeneous leadership, which can consequently cause women and BIPOC individuals to be overlooked for mentorship opportunities, stretch assignments and more. Unfortunately, this can slow down the path to leadership and growth for women and BIPOC individuals. In an effort to create a more equitable environment and to diversify our leadership, Trinity not only aimed to educate employees about the harsh consequences of unconscious bias but created the Executive Sponsorship Program to combat it.



Of protégés felt more prepared to communicate their goals clearly and concisely as a result of the program



Of Protégés added 3 or more senior leaders to their network as a result of the program



Of sponsors reported gaining new insights on how to help next generation career leaders accelerate their career growth

“ We had very real and in-depth conversations that led to me making better decisions for my own growth and contribution to the organization.”
-Protégé

The Executive Sponsorship program pairs employees, referred to as Proteges, at the Associate Principal, Associate Director and Manager level with executives, who act as aligned Sponsors through the duration of the program. Over the course of ten months these protégé and sponsor pairs work together to establish and work toward goals and discuss career development. Participants also have the opportunity to expand their network by connecting with other participants in the program that are from different departments or areas of the business.

Through an in-depth application process, program participants are matched with Sponsors after thoughtful consideration from the Executive Sponsorship Program Team. With five pairs participating in 2022, the program saw great success with both protégé and sponsors citing the program as a source of growth and development.

The Executive Sponsorship Program will continue with a new cohort in 2023-2024. In tandem with Trinity's strategic growth, we aim to similarly grow the program as part of our commitment to identifying and expanding opportunities for diverse and rising talent.

2022 - 2023 Executive Sponsorship Program Participants



Andy Wong
Partner, Strategic Advisory



Herman Sanchez
Chief Business Officer &
Senior Partner



Ken McDermott
VP, TGaS Advisors Account
Management



Monica Martin de Bustamante
Senior Partner, Head of
Commercial Analytics



Tim Wohlgemut
SVP, Strategic Initiatives



Akshay Mehta
Principal, Strategic Advisory



Christy VanAernam
Associate Principal, Insights



Katharina Helling
Associate Principal, Primary
Market Research



Melissa O'Neal*
VP, Commercial Operations



Wenting Zhang
Associate Principal, EVAP

“I think this is an important part of what we do and if we want a diverse leadership base this is the table stakes.”
-Sponsor

*Individuals listed with an asterisk are no longer employees of Trinity Life Sciences.

Impact on Business

In 2022, Trinity not only continued to witness the benefits of investing in DEI internally, but also continued to see a positive impact on our core business from our commitment to DEI.

Our dedication to embedding DEI into all that we do has allowed us to have a better understanding of the needs and experiences of the populations that many of our clients serve. From researching the medical treatment and journey of patients of color and other underrepresented patient groups with a specific focus on social determinants of health, to understanding the importance of diversity in clinical trials; we have strived to ensure that DEI is not only a part of our culture but is an integral part of our business.

Incorporation of our DEI values and principles into our project and client work was well received through white paper downloads, webinar attendance and meaningful pro-bono work within and beyond life sciences. Trinity has begun to expand its strategic insights and advanced data analysis in support of non-profit organizations committed to DEI and health equity. These efforts have not gone unnoticed as our White Paper on Diversity in Clinical Trials was featured in Fierce Biotech, noting that Trinity has called on the FDA to implement minimum representation requirements for clinical trials to help boost diversity in studies. Additionally, Trinity was highlighted in Vault's Internship Survey, ranking in various categories such as Diversity for LGBTQIA+, Diversity for Women and Diversity Overall.

Additionally, we have developed external promotional materials for clients to better understand our commitment to DEI. We plan to continue this work in 2023 and beyond.

#8

in Diversity for LGBTQ+*

#18

in Diversity for Women*

#26

Overall Diversity*

*Firsthand (formerly Vault) provides in-depth intelligence on what it's like to work within an industry, company, or profession

*Rankings provided are from [Vault's 2022 Internship Survey](#)

Conclusion

Thank you for reviewing our 2022 DEI Annual Report. Publishing this report externally reflects our organization's unwavering commitment to fostering a diverse, equitable and inclusive workplace. This report, along with our DEI efforts and initiatives, is the result of a collective effort. Without the guidance and help of members of People Operations and Perspective Group leadership this report would not be possible. We are also thankful to our Executive Team and Board Directors for their commitment and investment in our DEI efforts.

Over the years, many dedicated individuals have created programs and initiatives to increase diversity, equity, inclusion and a sense of belonging at Trinity. These efforts are a reflection of Trinity's culture and a shared belief that doing the work of DEI is everyone's responsibility. Together, we are building a stronger, more vibrant organization that embraces diversity, champions equity and fosters a culture of inclusion.

While we are proud of the progress we have made, we recognize that there is still work to be done. We remain committed to continuous improvement and understand that DEI efforts require ongoing dedication and adaptability. We will listen to feedback, learn from our experiences and refine our strategies to ensure that diversity, equity and inclusion remain integral to our success. We also recognize that DEI is ever-changing and our journey on this front is not meant to have an endpoint, but is instead meant to be a continuous one. We pledge to act on this report's insights, use the data to inform our decisions, be transparent about our goals, progress toward them and hold ourselves accountable.

We're proud of what we accomplished in 2022 and are excited to take our momentum and move even further to create great change and impact.

Thank You,
Your DEI Strategy Team

Maia Germain, Herman Sanchez, Lisa Bailey, Shanice O'Brien, Lauren Noonan and Archana Singh

Appendix

U.S. Statistical Data

The chart below represents the 2020 Census U.S. Statistical Data of individuals by race and the U.S. Bureau of Labor Statistics data on people employed in management, professional, and related fields.

U.S. Statistical Data (Based on the 2020 Census)

White	Hispanic/Latino	Black	Asian	Multiple Races	Other**
59.7%	12.5%	18.7%	5.8%	2.3%	0.9%

U.S. Statistical Data (People Employed in Management, Professional and Related Fields)

White	Hispanic/Latino	Black	Asian
42.8%	24.5%	33.9%	58.1%

**Other includes American Indian/Alaska Native (0.7%) and Native Hawaiian/Pacific Islander (0.2%)