



2023

DEI Annual
Report

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A Letter from Maia Germain, Chief People Officer



As part of an ever-changing life sciences industry, Trinity Life Sciences recognize that our clients exist across countries, time zones, and cultures – and increasingly, our people do, too. In 2023, our continued focus on growth and expanding our global footprint offered us a remarkable opportunity to continue to bring together diverse talent from all around the world.

As I reflect on our journey and where we are today, I'm -immensely pleased that we have held true to our values and commitment to inclusive practices. I'm honored to be able to say that I'm part of an organization where women hold multiple key roles in senior leadership. In 2023, Leslie Sandberg Orne continued her incredible career at Trinity to become our Chief Executive Officer. Leslie stepped into the helm of an executive team which includes our Chief Financial Officer, Chief People Officer, Head of Advisory, and Head of Insights – all women at the heart of our senior leadership team. It's just one example of who we are as an organization, and how much we take to heart the idea that our organization should reflect the variety of that makes up the human experience.

Thank you for taking the time to learn more about how we have continued to advance our inclusive practices in 2023. I'm proud of all we've achieved so far – but we're not complacent about what we have yet to accomplish. In 2024, we continue our commitment to bringing the best people from around the world to Trinity and ensuring they can bring themselves to our working community every day.



Introduction

In late 2022 media outlets predicted that a looming recession combined with the politicization of DEI would result in major cuts to corporate Diversity, Equity, and Inclusion efforts. These predictions did not come to pass. In fact, 2023 was a year where only 8% of employers surveyed by Capterra saw a cut in their DEI budgets – while 69% of employers increased their DEI budgets, solidifying these efforts for 2023 and beyond. Like these organizations, Trinity recognized the benefits of remaining committed to fostering an inclusive environment for all employees and increased the Trinity DEI budget. As we continue to grow our global footprint, and as internal surveys continue to convey the importance of keeping diversity, equity, and inclusion efforts at Trinity Life Sciences, the message to Trinity is clear: our global diversity, equity and inclusion work is imperative to our vision and values, and to retaining top talent and building premier client services.

To that end, Trinity’s DEI Strategy Team reviewed our current processes, listened to participant feedback, and found ways to improve our work in 2024 and beyond. We also continued to ensure that the work we reported in 2022 did not end: we collaborated diligently with Perspective and Affinity Groups to produce engaging and impactful events that provided networking opportunities for Trinitrons of diverse backgrounds and mindsets. We also offered support to group leaders to plan, design and execute sessions and draft informational documents like the DEI Newsletter, with the goal of boosting employee engagement and driving employee retention.

This report focuses on the results of our 2023 efforts, introduces new and expanded efforts, and illustrates the goals we hope to achieve in 2024 and beyond. The information in this report will also help to drive change and growth over and above what we have accomplished thus far.

We hope that this report will provide transparency in our efforts and solidify our commitment to ensuring Trinitrons across the globe feel secure in their ability to bring their authentic selves to work each day. The DEI Strategy Team believes in collaboration and continuous learning, and values any feedback on this report, or our current efforts, from any party interested in helping Trinity towards its goal of providing a workplace where employees feel valued and heard. We are proud to share this information with you and look forward to working with you in 2024.



Our Vision

The DEI Strategy team was 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 and measured assessment of our existing policies and behaviors to ensure we're attracting, developing and 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, and inclusivity in the healthcare industry and beyond.

Our Goals

With the formation of the DEI Strategy Team in 2020, Trinity created a set of goals that aligned with the strategic imperatives of the workforce, leadership, and Board of Directors. These goals continue to be at the core of Trinity's DEI Strategy Team initiatives and are a beacon for continuous evaluation and improvement.

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



2023: Our Listening Tours

Leslie's Listening Tour

In 2023, Leslie Sandberg Orne became Trinity's CEO and President. She brings a remarkable perspective to the position as she has witnessed first-hand the company's continual growth and evolution – and she understands the power of listening to Trinity's people to inform the company's strategy and insights.

With this perspective, Leslie shares Trinity's understanding that success involves the periodic pausing, evaluating and refining of our work. As part of Leslie's commitment to her new role, she turned to our employees, seeking to understand their experiences and their sense of belonging at Trinity. It was in that spirit that Trinity took time in 2023 to perform two company-wide Listening Tours.

In the late summer and fall of 2023, Leslie spent time listening to Trinitrons across the globe. Leslie's CEO Listening Tour focused on employee sentiment in three critical areas: People and Culture, Client Centricity, and Company Direction and Strategy. Leslie traveled to multiple office sites to participate in roundtables and listening sessions with more than 550 Trinitrons, creating an opportunity for employees across all levels and departments to spend time directly with their company leader, and for Leslie to gain insight from employees on Trinity's current strengths and areas where Trinitrons believe there is an opportunity for growth.



7

Offices Visited



27

Roundtable sessions completed



550+

Employee participants



9

Countries participated



The DEI Strategy Team Listening Tour

Fall 2023 saw the DEI Strategy Team embark on its own listening tour, taking time to meet with Trinitrons in every region of Trinity in our DEI Groups, People Operations, and in Management, Leadership, and the Operating Committee. The DEI Listening Tour focused on listening to what employees valued in our DEI efforts and, more importantly, what additional measures were wanted by employees and leaders when it comes to Diversity, Equity, and Inclusion at Trinity.

Progress, Defined

Year after year, Trinity builds on the foundations of previous implementations, improving them when needed. In 2023, DEI at Trinity expanded its Affinity Group model, adding two new groups based on employee input, and created new partnerships to incentivize DEI leadership and add a more globally inclusive footprint to our DEI efforts. The DEI Strategy Team also revamped its Monthly Newsletter, revamped the Observances Calendar for broader global relevance, and offered more intersectional events where Trinitrons across the globe could take time out to enjoy each other's company while learning about each other and what connects us.



Diversity at Trinity

Trinity recognizes that successful global organizations include diverse workforces and operate most effectively when staff and leaders match the markets they strive to serve. Our diversity, equity, and inclusion goals are comprehensive and aim to benefit our employees, our clients, and the community at large. These goals also include ensuring that every individual feels a strong sense of belonging and recognizes Trinity as a premier employer.

Trinity strives for a diverse workforce that celebrates people of all ages, cultural identities, ethnicities, genders, gender identities, neurodiversities, physical abilities and disabilities, races, sexual orientations and, in the US, those that have served in the military (veterans). We utilize fair practices throughout an employee's life cycle to ensure that Trinitrons are hired, trained, and promoted based on their skills and qualifications.

In addition to these practices, we celebrate the diversity that Trinitrons bring by providing spaces where employees can network with fellow Trinitrons with similar backgrounds and lived experiences. Our DEI Strategy Team has created a formal process for Trinitrons interested in forming a Perspective or Affinity Group and supports Perspective and Affinity Group events that create opportunities for intersectionality, providing learning opportunities to every Trinitron across the globe. When we learn who we collectively are, we work better together.



Perspective Groups

Trinity's Perspective Groups are where DEI efforts began at Trinity. These groups bring together employees with common interests to foster a more inclusive and equitable environment through social events, programming and professional development opportunities. These groups also work to introduce and educate Trinitrons on various cultures, identities and backgrounds. All Trinity employees interested in participating in these groups are welcome.

In 2023, Trinity's Perspective Groups worked on collaborative, intersectional events that provided opportunities for any Trinitron interested to attend and participate. Gender Perspective Fireside Chats, DEI Book Club, and LGBTQIA+ Perspectives' PRIDE celebration highlight some of the important work done by our Perspective Groups in 2023.



Cultural Perspectives

The cultural Perspectives group celebrates cultural diversity at Trinity and aims to grow that diversity through recruitment, retention and education



Gender Perspectives

Gender Perspectives Group works to ensure that everyone at Trinity can use their skills and talents to their full potential biases holding them back



LGBTQIA+ Perspectives

LGBTQIA+ Perspectives Group is committed to furthering LGBTQIA+ equality in the workspace and fostering a greater sense of equality



Affinity Groups

Created in 2022, Affinity Groups at Trinity aim to provide safe spaces for Trinitrons that share a particular identity. These identities can be based on race, gender, sexual orientation, nationality, varying physical and cognitive abilities, socioeconomic class, or religion.

Affinity Groups at Trinity provide a unique opportunity for intersectionality, as members of Affinity Groups create informational events like speaker engagement sessions, newsletter articles, and companywide gatherings, collaborating between Affinity Groups and with Perspective Groups alike.

2023 brought the addition of two new Affinity Groups – the Jewish Affinity Group and the Neurodiversity and Wellness Group – bringing the total number of Affinity Groups to 6 groups. This year also saw the capacity of Affinity Groups bloom, as Affinity Group Leaders worked to bring engaging meeting content to its members while collaborating with Perspective Groups to offer diverse book titles to Trinity’s DEI Book Club, collaborating with the DEI Strategy Team on DEI Newsletter articles, holding inclusive speaker engagement sessions and attending conferences rooted in Affinity Group work.



Asians at Trinity



Jewish Affinity Group



Black Employees of Trinity



Latinx & Hispanic Affinity Group



Chronic Illness Affinity Group



Neurodivergent and Mental Wellness Group



Equity at Trinity

At Trinity, equity is a crucial component of our commitment to the employees and the communities we serve. We recognize that everyone's lived experiences are varied – each of us at Trinity has had different levels of access to opportunities and resources, which can have a lasting impact on our ability to advance and succeed in our careers.

Our People Operations and DEI Strategy Teams consider the multitude of factors that prevent certain groups from achieving the same levels of success, and build policies, programs, and processes that help provide equitable outcomes while ensuring that no individual or group receives an unfair advantage.

Trinity continues to find success in providing mentorship programs to Trinitrons across the globe, another equity highlight of 2023 includes People Operation's continued focus on building compensation and benefits packages that provide equitable opportunities to work at Trinity.

By prioritizing equity, Trinity ensures that employees of all backgrounds are able to bring their unique experiences and perspectives to the table, and they all have an equal opportunity to succeed. Our commitment to an equitable workplace furthers our vision of fostering a culture of innovation, collaboration, and growth.

Mentorship

Trinity offers multiple mentorship programs to Trinitrons each year, with the goal of providing every Trinitron that wants to grow at Trinity the opportunity they seek. Our All in for Women Affinity group works to build mentorships in India between female Trinitrons and established leaders of the organization, focused on building the number of women leaders in Trinity's India offices.

Globally, our internal team structure is known for giving entry-level Trinitrons direct access to senior leaders of our organization. Trinity's pod structure provides an example of how Trinitrons can receive extensive mentorship from their senior leaders, as the structure helps break the company into smaller units and establishes a direct connection to the leadership team. Year after year, Trinitrons affirm their appreciation of the Trinity pod structure in their feedback to the leadership team and express the sentiment that the mentorship and guidance provided by leaders and managers via the Pod system is a clear reason they feel they belong, and want to stay, at Trinity.

Equitable Compensation

Trinity's Total Rewards Program philosophy is rooted in equitable practices. The People Operations Team strives to create a comprehensive and competitive total rewards program that motivates, attracts, and retains top talent, providing a diverse range of rewards and benefits that meet the unique needs of our employees. Compensation packages are based on skills, experience, and performance, and are regularly benchmarked against industry standards to ensure that we are offering fair and competitive salaries.

Trinity's benefits packages similarly support and embrace equitable outcomes. Access to caregiving support, backup daycare and family planning services are critical to ensuring underrepresented populations in our workforce can stay in our workforce and reinforce our belief that work-life balance matters. Trinity also understands the importance of mental health and wellness and provides a mental health component in addition to an already robust medical and dental health benefit package.

Performance Management: Maintaining Excellence

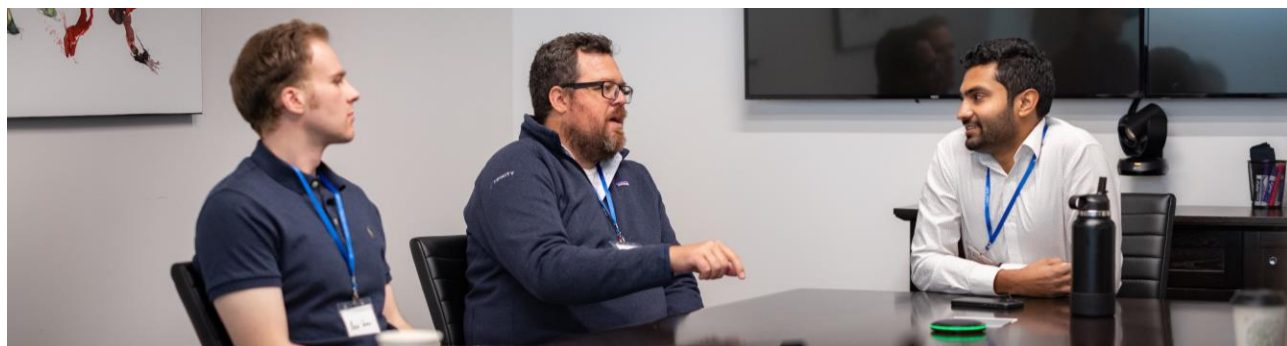
At Trinity, we aim to create a high-performing culture where results (what) and behaviors (how) both matter. Our employees receive the direction, feedback, and development they need to succeed in their roles. Our expectation for managers and employees is ongoing development through monthly one-on-ones focused on both performance and the career goals and aspirations of each employee. In addition, managers provide ongoing and real-time feedback to supplement bi-annual performance reviews taking place after year-end and during mid-year, promoting employee self-assessments and stakeholder feedback to gather diverse perspectives and for comprehensive evaluation on an employee's performance. Leveraging multiple and balanced sources of feedback offers a holistic view of an employee's performance while supporting a culture of learning and development.

Our performance management process is therefore continuous, rather than event-driven, and designed to optimize performance, enabling the achievement of personal and business goals. When role expectations are not met, informative one-on-ones will focus on identifying ways to support performance improvement based on fair and equitable HR practices.

Inclusion

2023 was another year where Trinity expanded globally. As we continue our global expansion, we continue to evaluate best practices for a globally inclusive workplace that ensures every Trinitron in the world feels equally valued and respected.

Trinity has built inclusive leadership principles into its leadership framework that emphasize every Trinity leader's responsibility to foster a culture where all Trinity team members feel valued, included, and respected. This same leadership framework reaffirms every Trinity leader's commitment to collaborating at every level of the organization.



As our organization has grown to include members in multiple countries, cultures, and time zones, our teams have worked to ensure all members of the team feel included – in 2023, this included time zone considerations trainings, reviewing company observations and ensuring our DEI observations were viewed with a more global lens, and building our DEI Strategy Team framework to include more global teams.

Inclusivity was also at the forefront of our 2023 engagement survey, where our global People Operations Team asked pertinent questions to build a more globally inclusive workplace. We will use insights from this survey to expand our current inclusion practices in 2024.

Our Work

Talent Acquisition at Trinity

2023 was a year of continued expansion and refinement of our Diversity, Equity, and Inclusion Talent Acquisition initiatives. Our Talent Acquisition Team implemented numerous adjustments and enhancements to their strategies aimed at diversifying Trinity’s candidate pipeline and attracting more applicants from women and underrepresented minorities.

In the United States, Trinity’s Talent Acquisition team strengthened its partnerships with diverse internship programs to connect with even more students from underrepresented minority backgrounds and improve the BIPOC representation in the life sciences consulting space. The team also continued to refine our target Universities for recruiting continuing to build relationships with Historically Black College & Universities (HBCUs) such as Howard University and Morehouse College and most recently focused on our engagement with Hispanic-Serving Institutions (HSIs) such as Rutgers University.

Our US Talent Acquisition Team also revamped their case repository, interview, and bias training programs for all staff members conducting interviews, aiming to minimize subjectivity and ensure a level playing field for all candidates regardless of their backgrounds.

In the EU, Trinity’s EU Talent Acquisition team responded to UK and Munich Trinitrons’ request to expand their University Talent Acquisition efforts. The EU Talent Acquisition Team is working to create a more transparent recruiting process by publishing the DEI Campus Report and collaborated with interested team members on campus recruitment strategies, university relationship building, and improved employer branding to retain more diverse talent.



In India, our campus recruiting efforts continue to work on ensuring our team members in India represent females and males equally, with a 50-50 hiring representation in the most recent hiring round. Our India Talent Acquisition Team has also implemented hiring practices focused on equitable and inclusive hiring, including eliminating biases in the interview process, ensuring our team hires only based on an applicant's ability to perform the essential functions of the job they are applying for, and widening our recruiting efforts to include communities previously underutilized by Trinity.

Trinity's Talent Acquisition Team truly believes that Trinity is a stronger and better workplace with a diversity of background and thought and will continue to tirelessly drive recruiting strategies that attract and foster top talent with varied perspectives and experiences.



US Talent Acquisition Metrics

15%+

of Summer Interns hired are from DEI Partner Organizations

50%+

of our Summer Interns from DEI Partner Organizations converted to full-time employees

67%+

of incoming full-time campus hires identify as women, 55% of incoming interns identify as women

Continuous Learning and Development at Trinity

As part of Trinity's ongoing efforts to support DEI initiatives, the Global Learning and Development team is dedicated to providing valuable resources and training opportunities for all employees.

In 2023, the Global Learning and Development Team focused on leveraging the extensive library of resources available through LinkedIn Learning, curating learning paths and collections aligned with our DEI initiatives. This resulted in a significant increase in employee engagement with DEI skill content on LinkedIn Learning, with a 44% rise in activity. Employees explored courses such as Cultural Humility and Agility, Communicating about Culturally Sensitive Issues, Skills for Inclusive Conversations, Inclusive Female Leadership, and more. These courses not only provide valuable insights but also empower our teams to foster a more inclusive environment. The Global Learning and Development Team is committed to continuing to create these learning opportunities to increase education on areas like neurodivergence, generational diversity, gender equality, microaggressions, and unconscious bias.

In addition to leveraging external resources, the Global Learning and Development Team has begun developing an in-house training program to address specific DEI challenges within our organization. Our Cultural Awareness Training, scheduled for release in early Q3, is a prime example. Partnering with external cultural experts, we've crafted a program aimed at fostering understanding and respect across diverse cultural backgrounds.

Through immersive exercises and real-life case studies, participants gain insights into potential cultural misunderstandings and barriers to collaboration. Early pilots of the program have yielded positive results, fostering team cohesion and a renewed commitment to mutual respect.

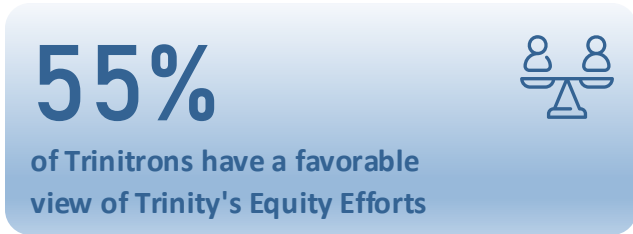
Engagement and Retention

Employee retention is an important component of success for Trinity – it is only through the retention of top talent that Trinity can continue to provide best in class services to the clients we support.

Our Human Resources Business Partners (HRBPs) work on retaining top talent through a number of measures, including the annual employee survey. These surveys include questions to determine the impact of Trinity’s DEI efforts and provide opportunities for employees to provide feedback on these initiatives in order to help Trinity expand on current initiatives based on collected data.

79% of Trinitrons took part in our annual survey in 2023, with 60% of respondents reporting positive reviews of our collective diversity, equity, and inclusion efforts.

Our HRBPs have utilized the data collected and identified areas for improvement, creating global action plans aimed at improving the employee experience and increasing retention rates worldwide. Collaborative efforts between Trinity’s HRBP and DEI Strategy Teams are underway to ensure the DEI engagement survey data is reviewed for areas of improvement as well.



Client Work

Trinity's Diversity, Equity and Inclusion Strategy Team is committed not only to our own employees, but to our clients. As the premier life sciences industry thought partner to our clients, we understand the importance of ensuring our clients are equipped to provide life-changing therapies to a globally diverse set of patients.

Our client-facing DEI Strategy efforts enable us to partner with Biotech companies on consulting engagements that acknowledge the impact of and integrate aspects of diversity, equity and inclusion to more effectively serve patients. In 2023, Trinity completed numerous DEI focused projects with Large pharma, Med-Tech, and Healthcare Non-profit clients that spanned the product life cycle and included treatment areas such as Alzheimer's Disease, Oncology, ADHD, and rare diseases in the promotion of health equity. Additionally, Trinity staff, managers, and leadership partnered with clients to conduct research and present abstracts, posters at notable industry conferences and author papers on health disparities.



Our 2023 Data

As Trinity continues to expand its global footprint, we commit to providing global employee data that is reflective of our entire workforce. This year's annual report provides US data that has been previously benchmarked and marks the beginning of our global data benchmarking that we will continue in 2024 and beyond.

We are proud to report that 2023 saw an increase in female representation of US staff at all levels at Trinity. This includes a jump at the female management level, up to 53% at Trinity, from just over 50% in 2022.

2023 Highlights



More than
1200
employees
worldwide



More than
400
new hires

45%

of all employees
worldwide
identify as female



36%

of Trinity's Operating
Committee identifies
as female



46%

of all US employees
identify as BIPOC



US Benchmarked Data

ALL US Employees	2023	2022
Female	53%	50%
Male	44%	40%
LGBTQIA Representation	4%	7%

Staff	2023	2022
Female	61%	60%
Male	36%	30%
LQBTQIA Representation	4%	Not reported in 2022

US Management	2023	2022
Female	53%	45%
Male	44%	45%
LQBTQIA Representation	7%	Not reported in 2022

Leadership	2023	2022
Female	38%	35%
Male	59%	55%
LQBTQIA Representation	2%	Not reported in 2022

Operating Committee	2023	2022
Female	36%	Not reported in 2022
Male	64%	Not reported in 2022
LQBTQIA Representation	7%	Not reported in 2022

Global Data

Global Staff

Gender	
Female	45%
Male	49%
Non-binary	0%
Did Not Identify	5%

LGBTQIA Representation 2%

Global Management

Gender	
Female	41%
Male	55%
Non-binary	0%
Did Not Identify	4%

LGBTQIA Representation 4%

Regional Data

EU Staff

Gender	
Female	52%
Male	7%
Non-binary	4%
Did Not Identify	37%

LGBTQIA Representation 4%

EU Management

Gender	
Female	42%
Male	42%
Non-binary	0%
Did Not Identify	16%

LGBTQIA Representation 11%

India Staff

Gender	
Female	34%
Male	62%
Non-binary	0%
Did Not Identify	4%

LGBTQIA Representation 0%

India Management

Gender	
Female	14%
Male	84%
Non-binary	0%
Did Not Identify	2%

LGBTQIA Representation 2%



Americas* Data

Americas Staff

Gender	
Female	60%
Male	37%
Non-binary	0%
Did Not Identify	4%

Americas Management

Gender	
Female	46%
Male	51%
Non-binary	0%
Did Not Identify	3%

LGBTQIA Representation 4%

LGBTQIA Representation 5%

Race	
Asian	26%
White	43%
Hispanic or Latino	7%
Black or African American	7%
American Indian or Alaska Native	1%
Two or More Races	3%
Did Not Identify	13%
Veteran	0%
Disabled Status	4%

Race	
Asian	16%
White	62%
Hispanic or Latino	3%
Black or African American	1%
American Indian or Alaska Native	0%
Two or More Races	2%
Did Not Identify	16%
Veteran	0%
Disabled Status	3%

*Americas data is inclusive of all North and South American Trinitrons.

US Data

US Staff

Gender	
Female	61%
Male	36%
Non-binary	0%
Did Not Identify	3%

LGBTQIA Representation 4%

Race	
Asian	27%
White	45%
Hispanic or Latino	8%
Black or African American	7%
American Indian or Alaska Native	1%
Two or More Races	3%
Did Not Identify	9%
Veteran	0%
Disabled Status	4%

US Management

Gender	
Female	47%
Male	50%
Non-binary	0%
Did Not Identify	3%

LGBTQIA Representation 4%

Race	
Asian	17%
White	65%
Hispanic or Latino	3%
Black or African American	1%
American Indian or Alaska Native	0%
Two or More Races	2%
Did Not Identify	12%
Veteran	0%
Disabled Status	3%



Inc. 5000 2023

The most prestigious ranking of the United States' fastest-growing private companies. (2023)



Ranked

#6

in Diversity for Women by Vault



Ranked

#9

in Consulting Opportunities by Vault



A Look Ahead

We value and appreciate the feedback collected from Trinitrans worldwide in our listening tours and in our engagement surveys. Trinity is committed to a workplace where continuous learning and growth are celebrated and recognized - our internal processes are no exception to these commitments.

Leslie's Listening Tour and similar engagement survey insights have resulted in the creation of new Trinity initiatives like **Trinity Navigator** and the upcoming **Trinity University**, while reinforcing successful meeting practices and celebrating who we are, as Trinity. These initiatives, and more, were built based on employee feedback and will be evaluated for efficacy in the same manner.

The DEI Strategy Team used feedback in our listening tour to focus on stronger Affinity and Perspective Group infrastructure, and more robust leadership learning and development opportunities for group leaders as we move into 2024. Our team will also work with the People Operations team to continue our efforts to become more globally inclusive and embed these inclusion practices into every level of our organization.

Our People Operations Team will also continue to expand our current recruiting and retention processes, expanding diverse recruiting efforts in the US to identify recruiting sources for mid-level and senior- level hiring needs, while focusing on gender diversity globally.



Closing Remarks from Lisa Bailey, PhD, Managing Director, Insights, and Head of DEI Strategy



As I reflect on 2023, I see a year in which Trinity's commitment to a diverse and inclusive workforce supported our organization as we continued to expand our global footprint and brought new talent to the organization, especially in our growing offices in India and Europe.

In 2024, we remain excited to continue to retain Trinitrons with new and ongoing offerings that integrate their varied perspectives and attract a pool of talent in each of our regional workforces that benefits from the array of cultures, identities, perspectives, and abilities around the world we serve. Our continued endeavors to ensure our people can bring their full and authentic selves to their work makes us the best partner we can be to our clients, and the best community we can be to our people. That spirit has guided our efforts into 2024 and will continue to guide us throughout the year. The DEI Strategy Team looks forward to sharing the seeds of these efforts and the impact on our culture in next year's DEI Annual Report.

