



2025 Social Impact and Inclusion Report



To Our Employees, Clients, and Community Partners,

At Trinity Life Sciences, our guiding principle — Every Decision Impacts a Life — continues to shape how we serve our clients, support our employees, and engage with our communities. In 2025, as Trinity expanded globally and strengthened our presence across regions, we remained focused on building a culture grounded in inclusion, collaboration, and purpose. This report reflects the many ways our employees brought those values to life — through community engagement, employee resource groups, leadership development, health equity initiatives, and sustainability efforts that continue to evolve alongside our business. We are especially proud of the ways employees helped shape our culture during a period of growth and transformation. Through ongoing feedback, meaningful dialogue, and shared experiences across teams and geographies, our people continue to strengthen Trinity as a more connected and inclusive organization.

Thank you to our employees, clients, and partners for your continued commitment to creating meaningful impact together.



Scott Evangelista
Chief Executive Officer

This report reflects the people, partnerships, and shared values that continue to shape Trinity Life Sciences into a more connected, inclusive, and purpose-driven organization.

Throughout 2025, we focused on strengthening employee voice, fostering belonging, and creating opportunities for employees across regions and backgrounds to connect, grow, and contribute meaningfully. From Community Resource Groups and cultural celebrations to leadership development, volunteerism, and continuous listening strategies, we worked to build a culture where employees feel seen, heard, and supported.

This report also highlights the broader impact our teams continue to make — advancing health equity, supporting communities, and contributing to important conversations around sustainability and inclusion in healthcare.

While we are proud of the progress reflected here, we know this work is ongoing. We remain committed to listening, learning, and continuing to build an organization where every voice matters.



Tiffany Apczynski
Director, Inclusion & Engagement and ESG



Trinity's Values

Our Guiding Principle

Every decision impacts a life

Exceeding Client Expectations



We are committed to our clients' success, elevating their performance, and exceeding their expectations through our culture of excellence

Every Voice Matters



We strive for an equitable workplace where diverse perspectives and talents are welcomed; and we foster a culture where all Trinity team members feel valued, included, and respected

Hunger to Learn



Being intellectually curious, seeking mentorship among our colleagues, and challenging the status quo help us deliver the highest quality work for our clients

Do the Right Thing



The capacity to listen with empathy, lead with integrity, and treat others with respect leads to optimal collaboration and the highest quality product

Innovative Mindset



We are driven by a culture of curiosity and a passion to continuously improve our offerings to maintain our position as industry leaders

In It Together



We are humble, leave our egos at the door, invite authenticity, and prioritize collaboration among teammates

Expanding Our Global Reach

Throughout the year, Trinity Life Sciences continued to expand its global reach, strengthening our ability to connect talent, perspectives, and expertise across regions. This included growing our presence in Latin America and expanding our capabilities across key international markets in Asia-Pacific and the Middle East through the acquisition of EVERSANA's APACME advisory services.

These milestones represent more than geographic growth. They reflect our commitment to building a truly global and inclusive organization. By investing in local talent and creating opportunities for cross-regional collaboration, we are fostering a more connected workforce where diverse perspectives drive innovation and better outcomes for our clients and the patients they serve.

As Trinity continues to grow across global markets, we are creating new opportunities for career development, cultural exchange, and knowledge sharing. This expanding network of talent and expertise strengthens our ability to serve a rapidly evolving healthcare landscape while reinforcing the collaborative culture that defines Trinity.

Mexico Office Opening



Our Global Workforce

As Trinity Life Sciences continues to grow globally, we are committed to building a workforce that reflects diverse perspectives, experiences, and geographies. Our global footprint not only strengthens our ability to serve clients but also fosters a more inclusive, connected, and collaborative culture. The following snapshot highlights the breadth of our workforce across regions and offices.

Workforce Overview

1,300

Total Employees

14

Global Offices

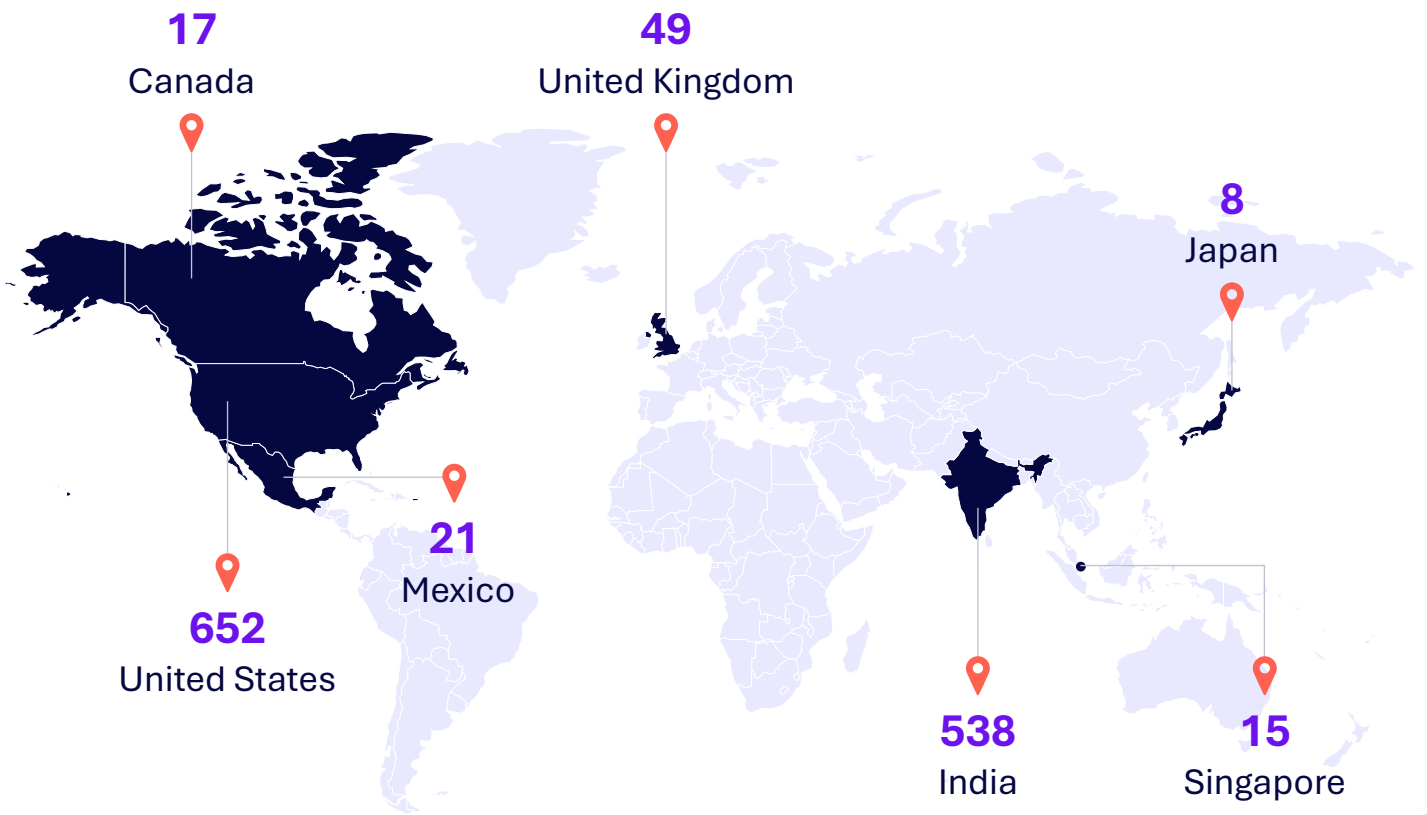
60+

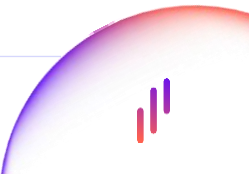
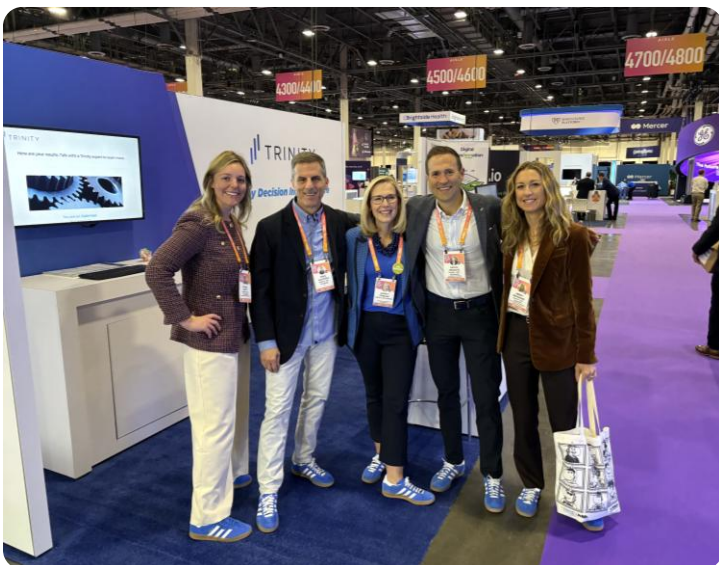
Nationalities
Represented

~20%

Fully Remote

Employee Distribution by Region





Evolving Our Culture to Strengthen Inclusion and Engagement

Throughout the year, Trinity Life Sciences undertook a comprehensive culture renovation to better align how we work with who we aspire to be as a global, inclusive organization. This effort defined a set of core mindsets and behaviors designed to strengthen collaboration, innovation, and connection across our workforce.

Our Culture in Action: Core Mindsets



Visionary

Adaptive, Forward-Thinking, Impact-Driven

- Embraces change
- Champions innovation
- Shapes what’s next



Emotionally Intelligent

Connected, Empathetic, Inclusive

- Active listener
- Builds meaningful relationships
- Inspires and uplifts others



Bold

Fearless, Progressive, Action-Oriented

- Challenges the status quo
- Takes initiative
- Pushes boundaries



Resilient

Grit, Agility, Accountability

- Stays focused under pressure
- Adapts and persists
- Leads with ownership



Awards in 2025

Global.tech
INSIDER

Most Innovative Biopharma Analytics Consulting Firm –
Massachusetts (2025), Global Tech Insider

Forbes

Best Management Consulting Firms,
Forbes

 **Everest Group**[®]

Leader in PEAK Matrix for Life Sciences AI and Analytics.,
Everest Group



Trinity's Social Impact Pillars



TRINITY GIVES

Strengthening Communities

INCLUSION & ENGAGEMENT

Every Voice Matters

HEALTH EQUITY INITIATIVES

Expanding Access to Care

SUSTAINABILITY & STEWARDSHIP

Protecting Our Future



Trinity Gives is our commitment to community impact, empowering employees to support meaningful causes and extend our purpose beyond the workplace. Through philanthropy, volunteering, and partnerships, we invest in the communities where we live and work.



We foster a culture where every employee feels seen, heard, and valued. By embracing diverse perspectives and supporting employees to thrive as their authentic selves, we strengthen our culture and the quality of our work.



We work to advance equitable access to care and improve health outcomes in the communities we serve. Through research, advocacy, and partnerships, we help ensure life-changing treatments reach those who need them most.



We are committed to reducing our environmental impact and operating responsibly. Through our ESG efforts, we measure and manage emissions, advance decarbonization, and embed sustainable practices across our operations. Our CREST program helps drive awareness, innovation, and progress in sustainability across the organization.



Trinity Gives



Employees contributed **705** hours of volunteer service, supporting local organizations, and strengthening the communities where we live and work.



\$95,000 in grants awarded to support organizations worldwide advancing health and strengthening communities.

Mobilizing Our Global Teams for Community Impact

Trinity Life Sciences' annual *Trinity Gives Day* brought employees together across our global offices for a coordinated day of volunteering and community engagement. Colleagues participated in a wide range of initiatives—both in-person and virtual—supporting local nonprofits and community organizations aligned with our commitment to health, education, and social well-being.

Across regions, employees engaged in activities such as community health initiatives, youth-focused programming, and hands-on volunteer efforts designed to address local needs. In total, more than 200 employees participated, contributing nearly 300 volunteer hours in a single, collective effort to give back.

Beyond the measurable impact, Trinity Gives Day serves as a powerful expression of our culture that fosters connection, purpose, and shared responsibility across our global workforce. By coming together in service, employees strengthened both community ties and internal engagement, reinforcing our commitment to making a meaningful difference where we live and work.



Trinity Gives Day Around the World (400+ Hours and 200+ Employees Engaged)

Waltham (MA)

Supported organizations including STEAM Ahead and Healthy Waltham, alongside broader community initiatives such as Cycle for Survival.

East Norriton (PA)

Partnered with organizations including Kayla's Hope for Kids, Camp Camelot, Bringing Hope Home, Project Sunshine, and Daily Bread to support children and families in need.

Princeton (NJ)

Volunteered with Snipes Farm & Education Center, supporting community-based education and sustainability initiatives.

San Francisco (CA)

Participated in a Refuse beach cleanup, contributing to environmental stewardship and local community care.

India (Gurgaon, Bangalore, Chennai)

Collaborated with the Magic Bus Foundation, supporting programs focused on education, life skills, and youth development.

Additional India Engagement (Gurgaon)

Supported Goonj through community-focused donation and outreach efforts.

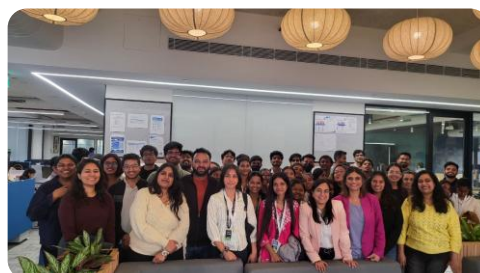
San Francisco



East Norriton



Gurgaon



Patient Speaker Series

Our Patient Speaker Series brings patient voices into our work, offering firsthand perspectives on the lived experience of disease, care, and access. These conversations deepen our understanding of the patient journey and reinforce the human impact behind every decision we make.



Kanika Tekriwal

Founder & CEO, JetSetGo | Hodgkin's Lymphoma Survivor

Kanika Tekriwal shared her journey navigating a Hodgkin's Lymphoma diagnosis at age 21 while building a successful aviation company. Her story highlighted the intersection of resilience, access to care, and the broader barriers patients face, offering powerful insights into the lived patient experience.



Loriana Hernandez-Aldama

Journalist, Founder of ArmorUp for Life | Two-Time Cancer Survivor

Loriana Hernandez-Aldama shared her journey navigating both AML leukemia and breast cancer, and her transition from journalist to patient advocate. Her story highlighted the human impact behind clinical decisions and underscored the importance of empathy, access, and equity in care.



Moments that Mattered: Trinity Gives-Supported Events

Annual Impact Breakfast with Life Science Cares Boston

As part of our commitment to strengthening the communities where we live and work, Trinity Life Sciences proudly sponsored the 9th Annual Impact Breakfast hosted by Life Science Cares Boston. The organization is dedicated to disrupting the cycle of poverty and inequality across Greater Boston through a highly collaborative and impact-driven model.

Life Science Cares Boston supports more than 40 nonprofit partners by providing a combination of grant funding, skilled volunteer engagement, and in-kind donations—amplifying the reach and effectiveness of organizations addressing critical community needs. Through our sponsorship, Trinity contributed to advancing this collective effort and reinforcing our commitment to meaningful, community-centered impact.

Mobilizing Interns for Community Impact

As part of our Trinity Gives commitment, summer interns across our global offices participated in coordinated volunteer efforts, reinforcing a culture of service early in the employee experience. With participation spanning Boston, New York, San Francisco, London, and Pennsylvania, interns engaged in hands-on initiatives supporting organizations such as Project Sunshine and HandsOn London.

Through these partnerships, interns contributed to programs focused on improving the well-being of children facing medical challenges and supporting local community needs. This initiative not only extended Trinity's community impact but also fostered connection, purpose, and a shared commitment to giving back among our next generation of talent.



Supporting Veterans and Community Well-Being

Trinity Life Sciences was proud to sponsor the Sparkle of Hope Gala in support of Community Hope, an organization dedicated to serving veterans, service members, and individuals facing mental health and housing challenges. The event brought together industry leaders and community partners to raise awareness and resources for programs that provide critical support and pathways to stability.

Through our sponsorship, Trinity contributed to advancing Community Hope’s mission, helping expand access to essential services and reinforcing our commitment to supporting vulnerable populations and strengthening the communities we serve.



Investing in Education and Workforce Development

Trinity Life Sciences was proud to serve as a Magna Cum Laude Sponsor of Bottom Line Massachusetts' Annual Rise UP Dinner, supporting an organization dedicated to advancing college access, success, and career readiness for students from underserved communities. The event brought together leaders across industries to champion equitable pathways to education and workforce opportunity.

Through our participation, Trinity reinforced its commitment to empowering the next generation by supporting programs that help students navigate higher education and build meaningful careers. This partnership reflects our broader focus on creating long-term impact through education, access, and community investment.





Inclusion & Engagement

Community Resource Groups

Our Community Resource Groups provide spaces where employees can connect with others who share similar backgrounds, experiences, or interests, alongside allies and advocates. These groups are essential to fostering belonging and driving positive change throughout Trinity, creating ripple effects that extend to the communities we serve and the patients whose lives are ultimately impacted by our work.

All In For Women

All In For Women empowers women at Trinity to lead with confidence, accelerate their growth, and foster a more inclusive culture. Through learning, sponsorship, and a strong global network, the group supports women's development and drives meaningful impact across the organization.

“ 2025 taught me that change doesn't always arrive loudly. It comes in small, honest moments: women showing up for each other, sharing real stories, learning to lead with their emotions rather than despite them. Leading All In For Women has been one of the most meaningful experiences of my career, and what fills me with pride isn't a single milestone but the quiet, powerful solidarity I've witnessed grow. That is the truest measure of what we have built together - not just a community, but a lasting confidence in who we are and what we are capable of.

– Shivani Jakhodia



Asians at Trinity CRG

The Asians at Trinity CRG is committed to fostering connection, belonging, and cultural awareness for employees of Asian heritage across Trinity's global workforce. The group cultivates a culture of transparency, vulnerability, and respect to creating safe spaces to celebrate diverse Asian cultures, share experiences, and engage in meaningful conversations that support inclusion and representation in the workplace. Through cultural programming, professional development, and community-building initiatives, the group aims to elevate perspectives, strengthen community, and create opportunities for growth.

“ Celebrating Lunar New Year together in 2025, sharing food, laughter, and exploring the diversity of Asian cultures and traditions made me realize how those shared experiences deepen our connection to one another at Trinity. What began as simple moments became a true sense of community.

– Wenting Zhang



Gender Perspectives

Gender Perspectives is an employee-led group focused on gender parity at Trinity. Gender Perspectives offers the opportunity to learn about historical events/holidays, discuss current I&E events/topics, professional development, and plan cultural initiatives and activities as it relates to gender.



Chronic Illness

The Chronic Illness Community supports employees living with or impacted by chronic illness, as well as caregivers and allies. Through shared experiences, education, and connection, the group fosters understanding, reduces stigma, and helps build a more supportive and accessible workplace.

“ The Chronic Illness CRG continues to serve as a peaceful space for anyone living with or impacted by chronic illness. Our doors are always open to new ‘members’ who happen to be with us long-term or join for a period of time.

– Parker Jendrycki



Trinity Inclusion Collective (T.I.C.)

Trinity Inclusion Collective (T.I.C.) is a space for everyone interested in learning about historical events/holidays, discuss current I&E events/topics, professional development, and planning cultural initiatives and activities across Trinity.

“ Leading the Trinity Inclusion Collective has been a transformative experience, allowing me to foster a welcoming space where diverse voices come together to explore historical events, current inclusion and equity topics, and cultural initiatives. This role has deepened my understanding of community-building and strengthened my commitment to promoting inclusivity across Trinity. It has also enhanced my leadership skills and enriched my overall experience by connecting me with passionate individuals dedicated to meaningful change.

– Michele Moncayo



Latinx & Hispanic CRG

The Latinx & Hispanic CRG is committed to celebrating Hispanic and Latinx cultures while fostering connection, belonging, and growth for employees and allies across Trinity. It provides a space to share cultural experiences, raise awareness, and engage in meaningful conversations that support inclusion and representation in the workplace. Through cultural celebrations, educational programming, and community-building initiatives, the group aims to highlight the richness and diversity of Hispanic and Latinx identities while creating opportunities for connection and professional development for its members.



Working towards standing up the Latinx/Hispanic CRG again has been an incredibly illuminating experience as I've gotten to talk to people across the organization about their aspirations for and needs from the group and how we can best support our community here at Trinity. My hope is that we can create a space that brings joy and community to our members as it also works to raise the importance of Latinx voices in the life sciences.

– Gabi Vitela



B.E.T. (Black Employees at Trinity)

The **Black Employees at Trinity (B.E.T.)** affinity group is a community dedicated to fostering connection, empowerment, and visibility for Black colleagues across the firm. Our mission is to create a supportive space where members can share experiences, build professional and personal networks, and collaborate on initiatives that advance inclusion, equity, and cultural awareness. Through events, dialogues, and partnerships across the organization, we aim to celebrate Black identity, promote diverse perspectives, and contribute to a workplace where every employee feels valued and represented.



“ Co-leading our Black employee affinity group is one of the most meaningful parts of my work. It gives me the opportunity to create space, amplify voices, and foster a community where we can show up fully as ourselves—seen, supported, and celebrated. It’s a privilege to help build connection, advocate for our collective growth, and lead with authenticity in a way that strengthens both our members and our organization.

– Kianna Rimes



Jewish Affinity Group

The Jewish Affinity Group creates space for Jewish employees to connect, share experiences, and engage in conversations around culture, identity, and current events. Through community gatherings and in-office events, the group fosters understanding, belonging, and cultural awareness across the organization.

“ In June 2025, the Jewish Affinity Group in partnership with Gender Perspectives hosted a fireside chat with industry leader Barry Greene discussing how his Jewish heritage and values of "Do the Right Thing" drove his commitment to Sage Therapeutics and the launch of their postpartum depression drug, Zurzuvae. This event brought the Trinity community together and sparked meaningful conversation about bringing your whole self to work each day.

– Sara Greene and Matt Lischin



Neurodiversity & Mental Wellness

Neurodiversity & Mental Wellness is an employee-led community focused on fostering understanding, inclusion, and support for neurodivergent individuals and mental well-being across Trinity. The group creates space for education, open dialogue, resource sharing, and peer connection — helping reduce stigma, increase awareness, and promote a culture where all minds and experiences are valued.

“Through our Neurodiversity and Mental Wellness Group, we’ve created a safe space for people to realize they’re not alone—and that their brain working differently can actually be a strength. Through shared stories and practical tools, we’ve helped colleagues learn how to better understand themselves and lean into what makes them thrive.

– Carolyn Heim



Moments that Mattered: CRG-Supported Events

'Name That': Black History Month Trivia

In 2025, the Black Employees at Trinity (B.E.T.) Affinity Group hosted an interactive Black History Month trivia event, “Name That” Edition. The event brought employees together through themed rounds spanning food, sports, film and television, historical events and places, literature, and music—highlighting the breadth and impact of Black culture and history. Teams engaged in friendly competition while learning and connecting, with the winning team earning the opportunity to direct a \$500 donation to a charity of their choice.



Reflections During Pride - Intersections of Identity, Mental Health & Workplace Authenticity

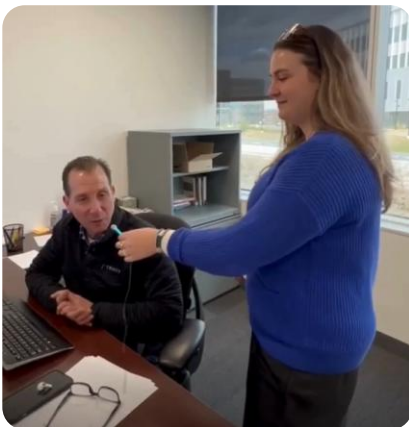
The LGBTQIA+ Perspectives CRG sponsored a Pride Month webinar featuring Tash Koster-Thomas (she/her), an Inclusion and Diversity Consultant who has partnered with organizations such as Mercedes F1, Disney, and Google. Drawing from her perspective as a Black queer woman, Tash led a reflective discussion on how intersecting identities shape mental health, workplace productivity, and the ability to bring one's authentic self to work. The session provided employees with a deeper understanding of LGBTQIA+ experiences, practical strategies to support mental wellbeing, and insights into how inclusive environments drive both individual and team success.



Tash Koster-Thomas

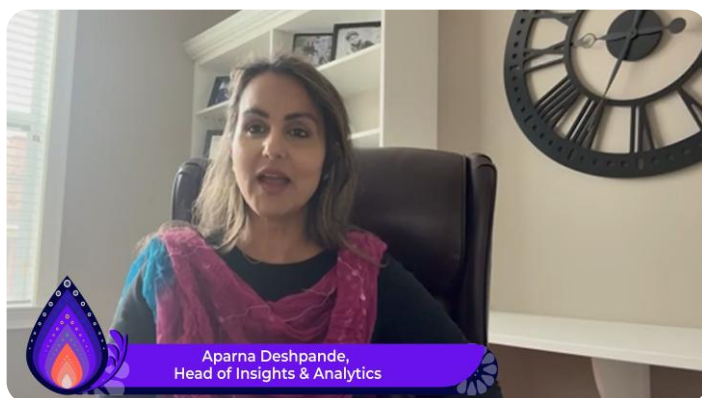
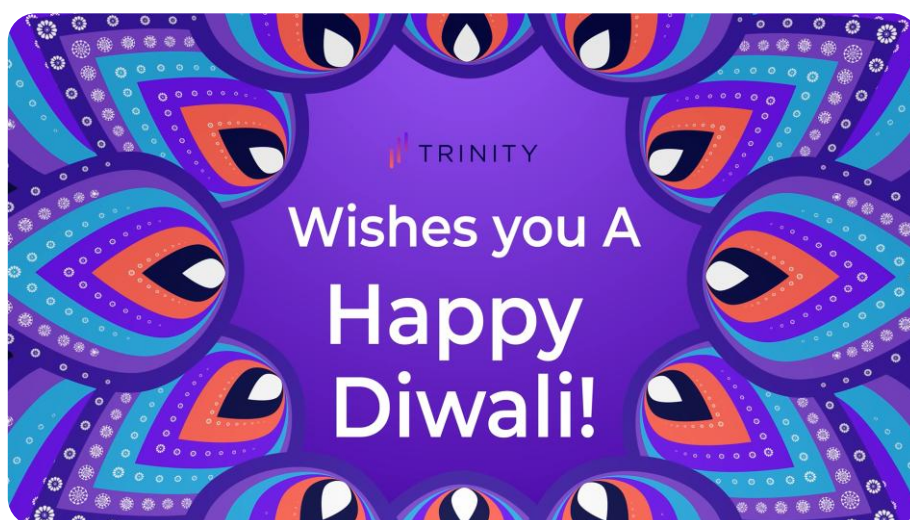
International Women's Day

The Inclusion and Engagement Strategy Team, All-In For Women and Gender Perspectives CRGs, and People Operations teams hosted a global International Women's Day event, bringing employees together to celebrate the achievements of women and advance gender equity in the workplace. The day-long program featured 12 live-streamed sessions accessible across time zones, covering topics such as inclusive leadership, allyship, and empowerment. Through these interactive sessions, employees had the opportunity to learn, connect, and engage in meaningful dialogue—reinforcing Trinity's commitment to fostering an inclusive environment where women can thrive and drive impact.



Diwali

Trinity celebrated Diwali across its global offices with a series of activities designed to foster cultural awareness, connection, and reflection. Employees participated in a shared video montage honoring the significance of the holiday, while offices incorporated traditional snacks, symbolic decorations, and thoughtful touches into their spaces. Teams were encouraged to create moments of reflection, whether through sharing messages about the meaning of light or hosting small gatherings, creating space for dialogue and personal storytelling. These efforts provided an opportunity for employees to learn from one another, celebrate diverse traditions, and deepen cultural understanding across the organization.



South Asian Heritage Month



In recognition of South Asian Heritage Month, Trinity Life Sciences hosted an interactive keynote session focused on the role of cross-cultural awareness in driving inclusive collaboration and shared success. Led by a global leadership and behavioral science expert, the session introduced the concept of “Meta Mind Alignment,” offering practical tools and real-world examples to help employees better understand and leverage diverse perspectives.

Through engaging discussion and activities, participants explored how fostering alignment across cultures can enhance positivity, productivity, and team effectiveness. This initiative reflects Trinity’s commitment to creating inclusive spaces for learning and dialogue—empowering employees to harness diversity as a strength and build stronger, more connected teams.

Strengthening Community Resource Groups Through Global Best Practices



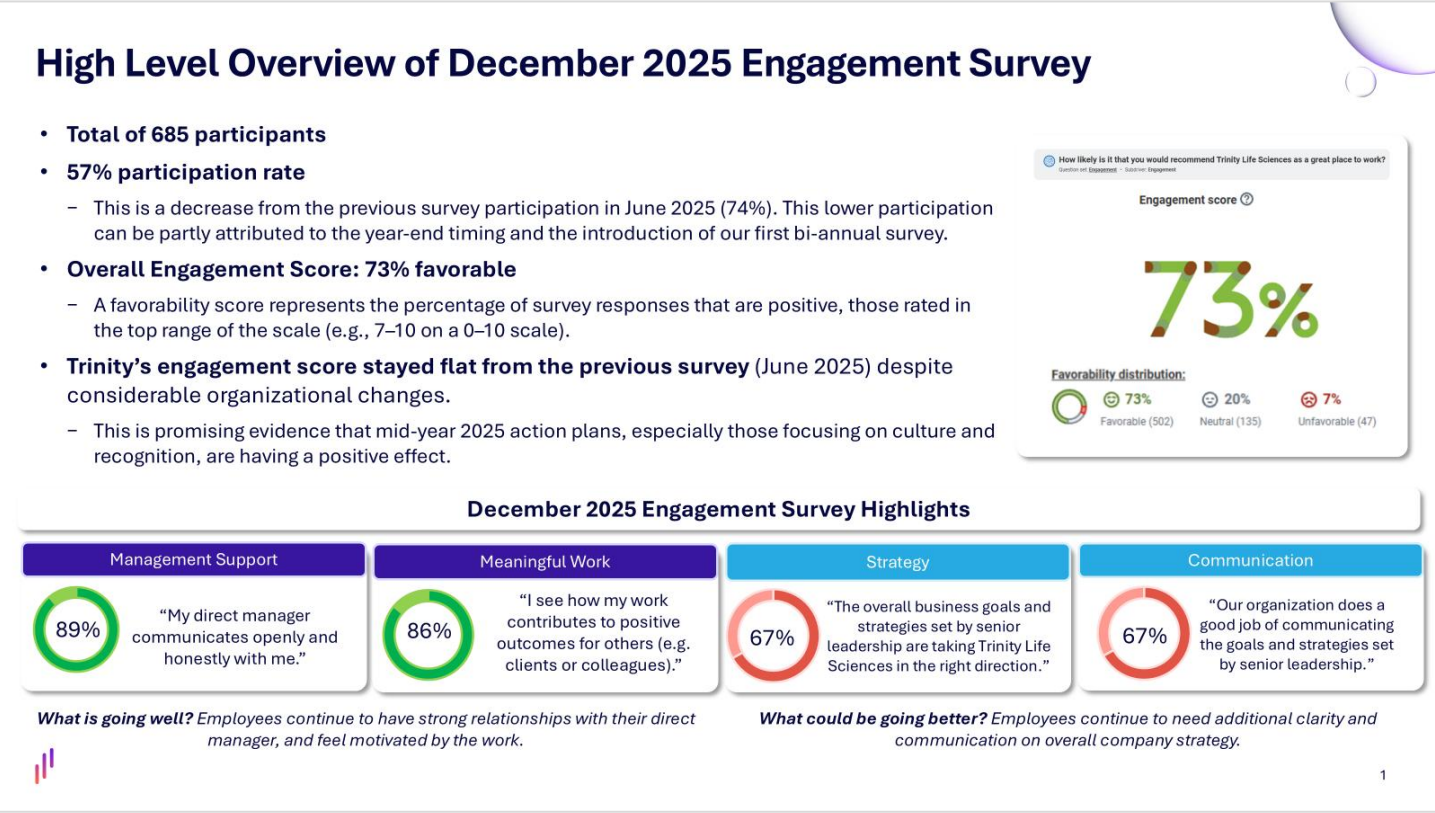
Trinity Life Sciences is a member of the ERG Leadership Alliance (ELA), a global community dedicated to advancing the effectiveness and impact of employee resource groups. Through this membership, we gain access to leading practices, research, and training that support the development of strong, sustainable ERGs aligned with business priorities. ELA brings together a network of organizations, leaders, and allies to share insights, build capabilities, and elevate the role of ERGs as drivers of engagement, leadership development, and inclusive culture.

This partnership reinforces our commitment to equipping ERG leaders with the tools, resources, and community needed to foster belonging, strengthen connections, and contribute meaningfully to organizational impact.



Employee Voice & Action

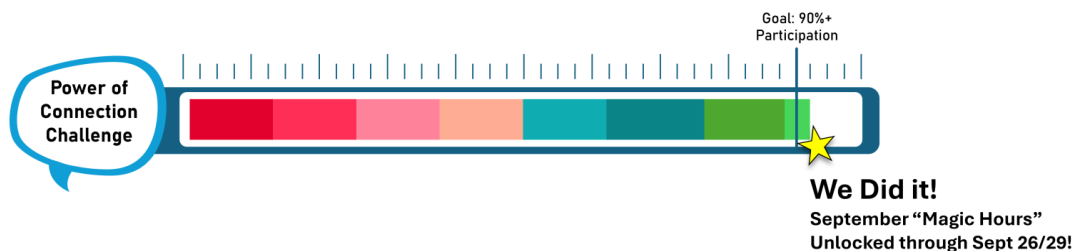
Trinity utilizes bi-annual engagement surveys and ongoing pulse surveys to continuously capture employee sentiment and inform action. In 2025, the company maintained a 73% favorable engagement score despite significant organizational change, with strong manager relationships and employee motivation emerging as key strengths. These insights, combined with regular pulse feedback, enable timely action and reinforce a culture of listening and continuous improvement.



Fostering Connection Through Inclusive Engagement

In 2025, Trinity launched the Power of Connection Challenge, a company-wide initiative designed to strengthen inclusion by building meaningful relationships across teams, regions, and roles. Through three structured rounds of guided conversations, employees were paired with colleagues, often outside their immediate networks, to deepen understanding, share perspectives, and explore topics ranging from personal stories to innovation and purpose.

With over 90% participation, the challenge demonstrated a strong commitment to connection as a driver of inclusion and engagement. By creating intentional space for dialogue and cross-functional interaction, the initiative helped foster trust, broaden perspectives, and reinforce a culture where every employee feels seen, valued, and connected beyond day-to-day work.



Promoting Flexibility and Well-Being

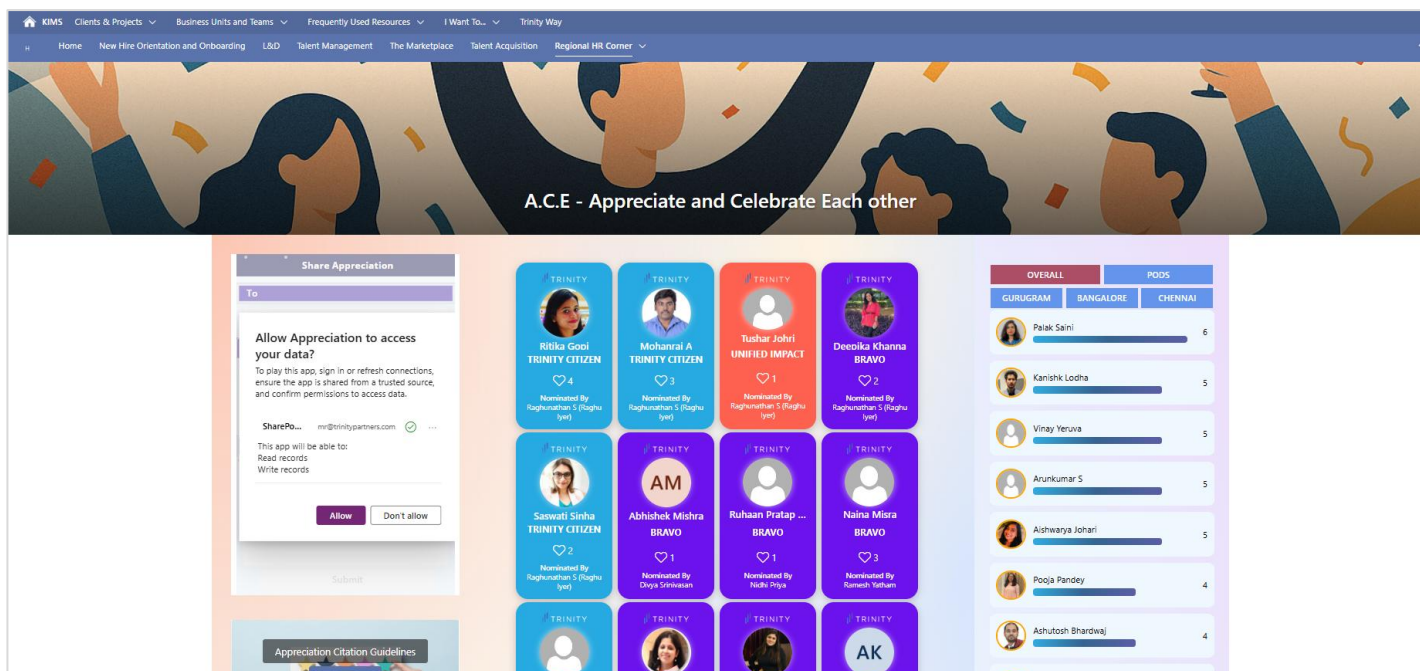
To support a more inclusive and sustainable work environment, Trinity Life Sciences offers a Summer Hours program designed to provide employees with greater flexibility during the summer months. By enabling adjusted schedules, such as early Friday sign-offs in the Americas and flexible regional windows globally, the initiative recognizes the diverse needs of our workforce while maintaining a strong commitment to client service and team collaboration.

Grounded in trust, accountability, and proactive communication, Summer Hours empowers employees to better balance personal and professional priorities, helping to reduce burnout and support overall well-being. By encouraging teams to be mindful of cross-regional schedules and respectful of colleagues' time, the program also reinforces a culture of inclusion, where flexibility is accessible, collaboration is intentional, and employees are supported in bringing their best to work.

Celebrating Contributions and Peer Recognition

To foster a culture of appreciation and connection, Trinity Life Sciences launched *Appreciate and Celebrate Each Other (ACE)*, a platform that enables employees in India to recognize and celebrate one another's contributions in real time. Designed to highlight achievements both big and small, ACE encourages thoughtful, timely recognition that reflects collaboration, innovation, and impact.

By creating space for peer-to-peer acknowledgment, the platform reinforces a culture where employees feel seen and valued, strengthening engagement and a sense of belonging. This initiative reflects our broader commitment to building inclusive environments where recognition is shared, meaningful, and embedded in everyday work.



Advancing Inclusion Through Strategic Partnerships



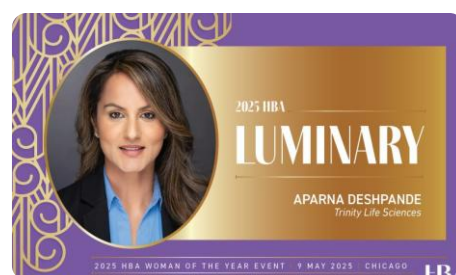
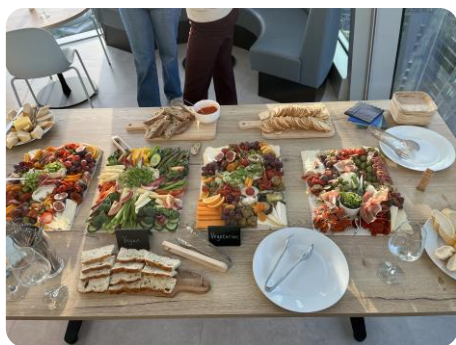
Trinity Life Sciences is proud to partner with the Healthcare Businesswomen's Association (HBA), a global organization dedicated to advancing and amplifying the impact of women in the business of healthcare. This partnership reflects our commitment to fostering an inclusive workplace and supporting the development, leadership, and advancement of talent across our organization and the broader industry.

Through our engagement with HBA, employees have access to a range of programming, including leadership summits, thought leadership events, and networking opportunities—that strengthen connections, elevate diverse perspectives, and support career growth. Participation in the HBA India Leadership Summit provided employees with valuable insights on leading with authenticity, courage, and purpose, while also highlighting the critical role of allyship in advancing inclusive leadership. The experience fostered meaningful peer connections and reinforced the importance of community in leadership development.

In addition, Trinity sponsored and hosted HBA programming such as *From Specialists to Strategists – Building Bridges Across Teams* in London, which explored the importance of “T-shaped leadership,” combining deep expertise with cross-functional knowledge to drive collaboration and innovation in healthcare. These events create space for employees to learn from industry leaders while building relationships across teams and disciplines.

Further underscoring our commitment to inclusive leadership, a Trinity leader was recognized as an HBA Luminary, an honor celebrating individuals who demonstrate exceptional leadership, mentorship, and dedication to advancing others across the healthcare industry.

Together, these efforts reflect Trinity’s ongoing investment in building an inclusive, connected, and high-performing culture where employees are empowered to grow, lead, and make a meaningful impact.



Reducing Financial Barriers to Travel



To support a more equitable employee experience, Trinity Life Sciences introduced a centralized corporate credit card for flight expenses. By eliminating the need for employees to pay out-of-pocket for airfare and wait for reimbursement, this policy helps reduce financial burden and ensures that participation in business travel is accessible to all employees, regardless of personal financial circumstances.

This change reflects our commitment to removing structural barriers and creating a more inclusive workplace, where opportunities for client engagement, collaboration, and professional development are not limited by financial constraints.

Investing in Women’s Leadership and Development



Trinity Life Sciences supported employee participation in women’s leadership conferences in both Boston and Philadelphia—creating opportunities for connection, learning, and professional growth. These events brought together leaders and peers from across industries to share perspectives on leadership, career advancement, and navigating challenges in the workplace.

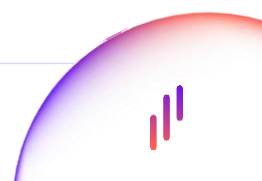
Feedback from attendees highlighted the strong value of these experiences, with participants noting high-quality programming and actionable insights they could apply in their day-to-day work. Common themes included the importance of authentic leadership, building supportive networks, and continuing to create space for women to grow and lead within the organization.

These experiences not only supported individual development but also reinforced Trinity’s broader commitment to fostering an inclusive environment where employees are empowered to learn, connect, and advance.

Philadelphia Women's Conference



Boston Women's Conference



Strengthening Inclusion Through People Practices

In 2025, Trinity Life Sciences continued to evolve its people practices to better support an inclusive, engaged, and globally connected workforce. Across talent, development, listening, and rewards, our HR team focused on building scalable systems and programs that ensure employees feel heard, supported, and empowered to grow.

These efforts reflect a shift toward more intentional, data-informed, and globally consistent practices, designed to meet the needs of a growing and diverse organization.

Key Focus Areas



Listening and Acting on Employee Feedback

We strengthened our listening strategy by moving beyond annual surveys to a more continuous feedback model. Through the introduction of regular pulse surveys and the launch of Workday Peakon, we created a more dynamic “listen, act, reflect” cycle, enabling leaders to respond to employee feedback in real time and build trust through transparency and action.



Creating Equitable and Competitive Employee Experiences

We enhanced our global Employee Value Proposition by benchmarking and aligning benefits across regions, ensuring more consistent and equitable offerings worldwide. In parallel, we built a more robust compensation infrastructure, including job architecture, market alignment, and improved incentive systems, to support fairness, transparency, and scalability.



Investing in Talent and Growth

We continued to strengthen our talent acquisition capabilities by adopting a more proactive, data-driven approach, focused on building diverse pipelines and enhancing the candidate experience. These efforts support both business growth and our commitment to attracting a broad range of talent.



Developing Leaders and Building Capabilities

Through programs like Ascend and global learning initiatives, we invested in leadership development at scale, equipping employees and managers with skills in strategic thinking, communication, and inclusive leadership. These programs also reinforced our “people-first” values and strengthened collaboration across regions.



Learning & Development Snapshot

Building Skills for an Inclusive, Global Workforce

- 1,000+ employees engaged in leadership and development programming

Topics included

- Coaching and leadership development
- Strategic thinking and innovation
- Navigating change and resilience
- Cross-cultural communication and collaboration

Global Cultural Awareness Series focused on

- Working across cultures
- Giving feedback effectively
- Inclusive communication styles

What Changed in 2025

From Programs to Systems

- Shift from annual → continuous listening
- Shift from local → globally aligned benefits
- Shift from ad hoc → structured job architecture & compensation
- Shift from training → scalable capability building



Snapshots of Our Learning Portfolio

Talaera Webinar for Trinity Life Science - Collaborating Across Cultures

March 12th, 2025 10:00 (EST)

Join webinar using this link: <https://talaera.zoom.us/j/82970706872>

Working with people from different cultures can lead to misunderstandings and decrease productivity if you don't know how to navigate the differences. We communicate, work, and make friends differently, but that doesn't mean that we can't build genuine relationships and collaborate effectively.



You'll learn:

1. Build stronger business relationships with people from different cultures
2. Collaborate more effectively with teams overseas
3. Navigate cross-cultural communication

Meet your webinar Teacher



Vanessa

Vanessa is a Talaera business English instructor with extensive experience working with global NGOs, human rights lawyers, and corporate executives. Holding a B.A. in Education with a Major in French, she spent three years in Moscow, Russia, and later lived for 17 years in Armenia. Since returning to Canada in 2022, she finds that her multilingual background equips her with a deep understanding of the joys and challenges of multicultural work. Fun fact about Vanessa: she's a bit of a polyglot, speaking four languages fluently.

As a Canadian having lived abroad, Vanessa understands the importance of developing the soft skills needed to communicate effectively across cultures, beyond language acquisition alone. Things such as cultural awareness, empathy, active listening, adaptability, and emotional intelligence are just as important as speaking clearly in a foreign language. Throughout her career, she has trained speakers from over 20 linguistic backgrounds and led hundreds of online communication workshops and training sessions. Her client list includes professionals in IT, healthcare, consulting, accounting, international law, as well as university faculty and UN representatives. Vanessa has worked with teams from brands like UN-GCCE, City, Coca-Cola, ZIM, Stantec, University of the Sacred Heart Rome Italy, and the Rostock University in Germany.

Talaera Webinar for Trinity Life Sciences - Run Effective Meetings

April 22nd, 2025 9:00 (EST)

Join webinar using this link: <https://talaera.zoom.us/j/82670431941>



Who it's for: People who run meetings at work, especially those who want to improve their meeting leadership skills.

Every year, \$37 billion is lost to unproductive meetings in the U.S. alone, according to research by **Business Insider**. In global teams, additional challenges such as different time zones, languages, cultures, and communication styles come into play.

Learn how to lead and participate in more productive meetings in English. This webinar will help you feel more confident starting, facilitating, and concluding meetings with your international colleagues. Encourage collaboration to tap into different perspectives and facilitate knowledge transfer.

Register now to get practical strategies for more efficient and effective meetings!

Meet your webinar Teacher



Kayla

Kayla is a Talaera business English instructor who has supported remote professionals for over five years working with managers, C-suite executives, sales teams, and human resources departments. She received her B.A. in New York from SUNY Oswego in Spanish and International Development Studies and her M.A. in Spain from the University of Salamanca in International Cooperation for Development. A fun fact about Kayla is that she completed her Master's degree fully in her second language.

As a New Yorker who relocated to Spain in 2018, she is fascinated by the skills necessary to work confidently and effectively in global atmospheres across languages and cultures. Kayla has trained speakers from more than 20 linguistic backgrounds and conducted hundreds of online communication workshops for English-speaking professionals throughout her teaching career. What she loves most about collaborating with professionals from diverse backgrounds is the wealth of knowledge she gains about different industries. Kayla has worked with IT, software, consulting, accounting, and cybersecurity companies as well as supported university professionals and international keynote speakers. Her roster of clients includes employees from brands like Google, Wix, BioCatch, ARM technologies, and Chegg, among others.

Talaera Webinar for Trinity Life Sciences - Small Talk Across Cultures

December 16th, 2025 11:00 (EST)

Talaera Webinar for Trinity Life Sciences - Speaking Up & Disagreeing Politely

November 20th, 2025 11:00 (EST)

Talaera Webinar for Trinity Life Sciences - Asking Effective Questions

June 2nd, 2025 11:00 (EST)

Talaera Webinar for Trinity Life Sciences - Managing Across Cultures

October 23rd, 2025 11:00 (EST)



ASCEND: Elevating Managers at Every Level

We have heard your feedback and engagement survey responses, and we are excited to introduce a new management training program. Our goal is to provide learning opportunities that will follow you throughout your management career. Our program is designed to not only develop your professional skills but also help you support your teams and prepare you for leadership roles.

This cohort-based program groups learners based on their level of people management experience. It consists of carefully selected courses for each cohort, building out skills based on role competency areas. We are proud to collaborate with **Electives**, our vendor partner, to provide quality content facilitated by a variety of qualified and experienced management or topic area experts.

We are committed to investing in your professional development and believe that this program will provide you with the necessary skills and knowledge to succeed in your current role and beyond. We look forward to seeing the positive impact this program will have on our organization and on your personal growth as a manager.

Cohorts



Lead with Emotional Intelligence: Strategies for enhancing self-awareness and building breakthrough relationships

The Power of Appreciative Inquiry: A positive approach to problem solving

Practicing Radical Candor: A Better Way to Give & Receive Effective Feedback

Navigating Change and Transition: Strategies to Shift You and Your Team from Surviving to Thriving

Business Creativity + Innovation: Future-proof Your Business by Injecting Proven Behaviors of a Winning Culture

Quality Control: Panel Discussion with: Jacqueline B, Brian Williamson, & Alexis Haselberger
LINKS ADDED!

Getting Things Done Through Others: Mindsets and Skill Sets for Delegating (i.e. Empowering) others

From Idea to Results: Mastering Project Management

Complex Unity: How Disagreement Can Fuel Deeper Relationships and Better Solutions

Maximizing Meaning at Work: Seven Steps to Building Purpose and Meaning on the Job

Forget the Fear | Feedback Focus: Learn How to Give and Receive Feedback so it's More Comfortable for You and for Them!

Navigating Change and Transition: Strategies to Shift You and Your Team from Surviving to Thriving

Mastering Storytelling with Data: Turn Your Data Insights into Persuasive Presentations*

Hacking Failure: Psychological Principles to Make Failure Work for You Instead of Against You*

Team Decision Making: Tools for Elevating Making Collaborative Decisions with Your Teams

Thriving on Uncertainty: A Guide to Effective Risk Management



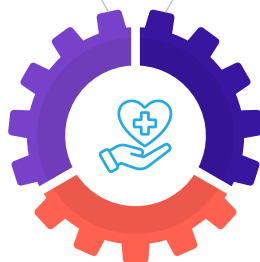


Health Equity

Our approach to advancing health equity continues to evolve, grounded in three core principles that drive meaningful, measurable impact:

Embedding Representation in Research:

We integrate diverse patient perspectives into our research, data, and insights to better reflect real-world populations and uncover unmet needs. By embedding representation from the outset, we help shape more inclusive innovation and decision-making.



Influencing Systems Through Insight:

We use our voice, expertise, and client partnerships to elevate the importance of health equity across the healthcare ecosystem. By translating complex disparities into clear, actionable insights, we help inform strategies that drive more equitable access and outcomes.

Turning Strategy into Impact:

We partner with life sciences organizations to operationalize health equity, designing practical, scalable solutions that can be embedded into development, access, and commercialization strategies. Our focus is on moving from intention to implementation, ensuring that equity is reflected in real-world outcomes.



Advancing Health Equity in Market Access

To support the integration of health equity into healthcare decision-making, Trinity Life Sciences hosted a webinar led by our Value, Access and Pricing experts on the evolving role of health equity in global HTA processes.

The session highlighted how HTA agencies are increasingly incorporating health equity into access and reimbursement decisions, and shared practical approaches for embedding equity considerations into value narratives and access materials. Drawing on insights from our Value Center of Excellence, the discussion reinforced Trinity's role in helping clients navigate this shift and drive more equitable patient outcomes.

Health Equity in HTA Outcomes: Navigating the New Frontier

April 30, 2025 | 11:00 - 11:45 AM ET



**Max
Hunt**



**Mary
Fletcher-Louis**



**Pinar
Bilir**



Advancing Recognition for Health Equity Innovation

Building on Trinity's leadership in health equity, we partnered with the Galien Foundation to establish the Best Health Equity Initiative award category, addressing a critical gap in industry recognition and elevating the importance of equity-driven innovation across life sciences.

In 2025, the award was presented for the first time at the Prix Galien Awards in London, recognizing Kids Operating Room for its solar-powered surgical systems. This innovation delivers reliable, round-the-clock energy to operating rooms in resource-constrained settings—reducing surgical delays, preventing equipment failure, and enabling safer procedures for children worldwide.



This milestone reflects growing industry momentum to embed health equity into innovation, access, and health system strengthening, advancing more equitable outcomes at a global scale.



Delivering Culturally Relevant Patient Engagement

As part of our commitment to advancing health equity through representative research and actionable solutions, Trinity partnered with a life sciences organization to enhance patient education materials for Hispanic communities in the U.S. In support of a new therapy launch, Trinity conducted in-depth interviews in Spanish with patients across the country to better understand their experiences, preferences, and barriers to care.

These insights revealed important cultural dynamics, such as the role of family, community, and alternative remedies, that were not fully reflected in existing materials. In response, Trinity developed targeted recommendations to make patient resources more accessible, culturally relevant, and aligned with real-world patient needs.

This work demonstrates how embedding diverse perspectives into research and translating insights into practical solutions can help life sciences organizations better engage underserved populations and drive more equitable health outcomes.



Case Study: Making Patients Materials More Meaningful



THE CONTEXT: Connecting with Hispanic Communities in the U.S.

Client recently introduced JOURNAVX, a new non-opioid oral therapy for moderate-to-severe acute pain. As part of the launch, Client wanted to make sure its patient education materials connected with **Hispanic communities in the U.S.** — groups that often face cultural, language, and systemic barriers to effective pain care.



WHAT WE LEARNED: Bridging Cultural Realities and Patient Needs

- Latino patients often turn first to **family, community, or alternative remedies** before seeking clinical or pharmaceutical solutions.
- This presents a trust and engagement challenge for pharma companies.
- Existing materials didn't always reflect those realities, missing opportunities to **connect through imagery, language, and tone.**
- Patients wanted clearer, more relevant resources that **spoke directly to their lived experiences.**

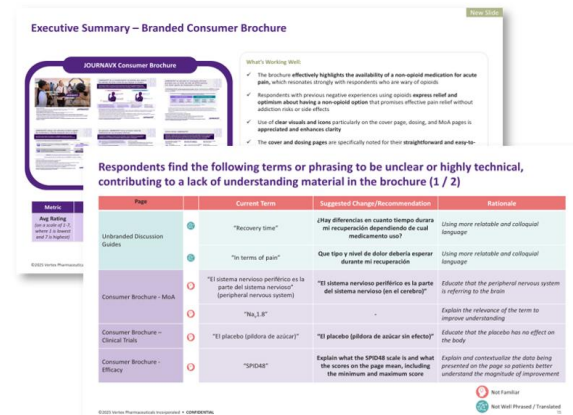


WHAT WE DID: Listen to Patients in Their Own Words

To better understand the needs and experiences of Hispanic patients, Trinity spoke with 30 people across the U.S. who had experienced acute pain. These 75-minute interviews were conducted fully in Spanish by a Trinity moderator to ensure authenticity and comfort.

THE IMPACT: Stronger Connections with Hispanic Patients

Trinity provided client with practical recommendations to update its brochures, guides, and patient support resources. The goal: **make JOURNAVX materials easier to understand, more culturally resonant, and more empowering for Hispanic patients.**



Addressing Barriers to Preventive Care

To support more equitable health outcomes, Trinity partnered with a life sciences organization to better understand the drivers and barriers to colorectal cancer screening among Black and African American patients in the United States. Through in-depth qualitative research, Trinity engaged directly with patients to capture a range of perspectives—from those who had participated in screening to those who had not.

The research surfaced critical insights, including the impact of historical mistrust in the healthcare system and cultural factors that can influence engagement with preventive care. At the same time, it highlighted key motivators, such as personal or community experiences with cancer, that can drive greater participation in screening.

Using these insights, Trinity developed targeted, evidence-based recommendations to inform more effective and culturally relevant engagement strategies. By translating patient voices into actionable guidance, this work supports efforts to increase screening uptake and reduce disparities in health outcomes for underserved populations.

Exact Sciences Case Study: Closing Colorectal Cancer (CRC) Screening Gaps in Vulnerable (i.e., Underserved/Under-Resourced) Populations



The Context: Connecting with Vulnerable Patient Populations in the United States

- Exact Sciences has Cologuard®, a non-invasive colorectal cancer screening option for eligible patients
- Exact's marketing team was developing a campaign to increase screening rates among Black and African American patients and engaged with Trinity to determine the drivers and barriers to screening, including any unique drivers/barriers in these populations



WHAT WE LEARNED: Bridging Cultural Gaps to Better Serve Unique Needs in Vulnerable Populations

- Historical mistrust of the healthcare system and cultural masculinity norms in the Black/African American community deters individuals from pursuing CRC screening
- With that said, Black/African American patients who are engaged in their health and/or know someone with CRC are most likely to prioritize their own screening and be engaged in health outcomes
- Based on the findings, Trinity provided recommendations on how to best leverage for/against biases



WHAT WE DID: Listen to Patients in Their Own Words

- To better understand the needs and experiences of Black and African American patients, Trinity spoke with 30 people across the US, with a mix of those who have undergone screening vs. not

THE IMPACT: IMPROVED SCREENING RATES IN BLACK AND AFRICAN AMERICAN PATIENT POPULATIONS

- Trinity provided Exact Sciences detailed insights on the emotions, including use of Voice of AI analysis tools, and underlying biases these patients have as it relates to CRC screening to improve future uptake in these patients
- Trinity also leveraged Auras to showcase patient perspectives from the voice of the patient (to bring their words to life)





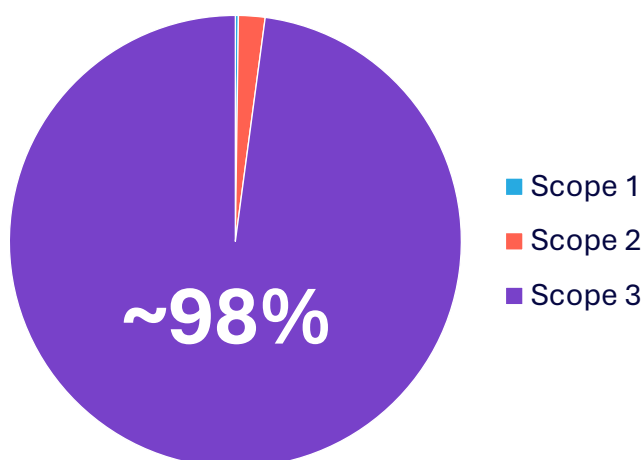
Sustainability & Stewardship

Environmental Impact & ESG Performance

Measuring Our Footprint, Strengthening Our Approach

Trinity Life Sciences is committed to transparently measuring and managing our environmental impact. Our 2024 greenhouse gas inventory, combined with external ESG assessments, provides a clear view of both our footprint and our progress toward more sustainable operations.

Emissions at a Glance



20,300 tCO₂e

Total Emissions



15.6 tCO₂e

Per Employee



What This Means



Emissions largely driven by business travel & value chain



Reflects growing global footprint



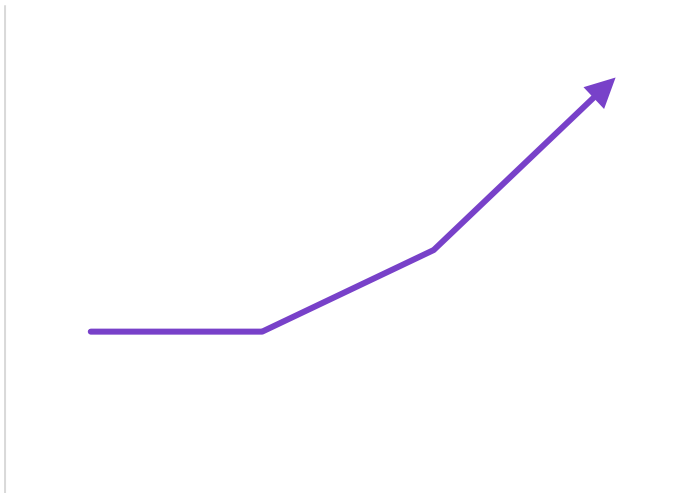
In line with industry benchmarks



External ESG Performance

CDP

CDP Score: C



Improved 3 consecutive years, approaching medal eligibility

EcoVadis

Strong performance



Emissions reduction implementation



Energy data and verification



Supplier engagement

Coverage Areas



Environmental policies



Risk and opportunity disclosure



Scope 3 tracking

We are continuing to strengthen our ESG approach by advancing emissions targets, deepening supplier engagement, and enhancing governance practices.



Advancing Sustainable Healthcare Through Research & Industry Leadership

Integrating environmental sustainability into healthcare decision-making through CREST and ISPOR engagement

What CREST Does

Research & Thought Leadership

Advancing sustainability in HEOR and value assessment



Trinity Life Sciences' Climate Resilience and Environmental Sustainability Team (CREST) integrates environmental sustainability into commercial strategy across the life sciences industry.

Industry Collaboration

Engaging healthcare stakeholders globally



Through research, advisory, and cross-sector collaboration, CREST helps organizations embed environmental considerations into decision-making from development through commercialization.

Strategic Advisory

Embedding sustainability into commercialization



By aligning sustainability with business strategy, CREST supports efforts to reduce environmental impact while enabling continued clinical innovation.

Signature Impact — ISPOR Special Interest Group

Establishing an ISPOR Special Interest Group

Global, cross-sector collaboration

Focus: Sustainability in HEOR & value assessment Expanding definition of “value” in healthcare

This milestone underscores Trinity's leadership in driving forward-thinking approaches that align health innovation with climate resilience and long-term sustainability.



“ At Trinity, we see environmental assessment as an important evolution in HEOR and a natural extension of the progress made in areas such as real-world evidence and health equity over the past decade” Matt O’Hara, MBA, Partner, Evidence Strategy, Trinity Life Sciences

– Matt O’Hara



Advancing Research at the Intersection of Health and Sustainability

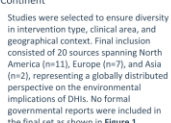
At ISPOR US 2025, Trinity Life Sciences contributed to the growing body of research on environmental sustainability in healthcare through two posters focused on integrating environmental considerations into health economics and outcomes research (HEOR).

The first explored the environmental impact of digital health interventions, highlighting how virtual care models, such as telemedicine and remote patient monitoring, can significantly reduce greenhouse gas emissions, resource use, and healthcare system burden. Findings demonstrated that avoided patient travel and reduced facility utilization can drive meaningful environmental benefits while maintaining clinical effectiveness.

The second examined how environmental sustainability metrics can be incorporated into economic evaluations and health technology assessments. The research identified emerging methodologies—such as life cycle assessments and carbon accounting models, while also highlighting gaps in standardization, data availability, and industry adoption.

Together, this work reinforces Trinity’s leadership in advancing more holistic approaches to value assessment, helping shape a future where clinical, economic, and environmental outcomes are considered in healthcare decision-making.





- From a HEOR perspective, there is an opportunity to better incorporate environment cycle assessment (LCA) and carbon accounting were referenced across several sources, assessment (HTA) practices

they remain underutilized in current HEOR and health technology

TrinityLifesciences.com [linkedin.com/company/trinitylifesciences](https://www.linkedin.com/company/trinitylifesciences)

DHI = Digital Health Interventions | GHG = Greenhouse Gas |
HEOR = Health Economics and Outcomes Research | LCA = Life Cycle Assessment | RPM =
Remote Patient Monitoring | HVAC = Heating, Ventilation, and Air Conditioning | HTA =
Health Technology Assessment



SUMMARY

- Environmental sustainability is becoming an increasingly relevant and important issue, particularly within the pharmaceutical industry given its substantial impact on climate change
- This targeted literature review aimed to identify existing or nascent economic evaluations to quantify the environmental impact of pharmaceutical practices or therapies, specifically including those used among HTAs
- Several frameworks exist though few are well established and validated; further research is needed to test existing frameworks and develop new ones that can be leveraged by HTAs

OBJECTIVES

- This study examines how environmental sustainability (ES) metrics have been incorporated into economic evaluations and proposes new innovative methodologies for advancing the integration of ES into these frameworks

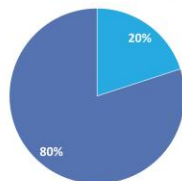
METHODS

- A targeted literature review was conducted to identify existing approaches to incorporating ES metrics into economic evaluations
- Peer-reviewed articles, conference materials, HTAs, and gray literature were analyzed to synthesize key methodologies and identify gaps in current approaches, focusing on practical implementation and alignment with decision-making priorities

RESULTS

- A total of eighteen relevant papers were identified from January 2017 to December 2024
- Some existing approaches that HTAs have taken to integrate ES metrics into economic evaluations include:
 - Hybrid cost models that adjust willingness-to-pay thresholds to account for environmental externalities (e.g., carbon emissions)
 - Incremental carbon footprint ratios that quantify trade-offs between environmental and economic outcomes
 - Life cycle analysis (LCA) that leverage scenario-based modeling to evaluate long-term environmental impacts (e.g., waste reduction)
 - Cross-sector or novel modeling approaches

Figure 1 | Incorporation of Environmental Data by HTAs



■ HTAs Evaluating Environmental Data
 ■ HTAs Not Evaluating Environmental Data

While some HTAs are incorporating environmental data into their overall evaluations, the vast majority do not take environmental data into account. Those that are evaluating environmental aspects are leveraging economic evaluations such as carbon footprint estimations from a life cycle assessment approach.

Figure 2 | Comparison of Frameworks for HTA Integration

Framework	Focus	Strengths	Limitations
Life Cycle Assessment (LCA)	Life cycle emissions	Comprehensive of the entire life cycle	Data-heavy and requires more standardization to make comparisons
Multi-Criteria Decision-Making (MCDM)	Multi-domain priorities	Visual and adaptable	Requires subjective weighting
Balanced Scorecard	Strategic sustainability	More aligned to corporate goals	Less patient-centric
Environmental Impact Assessment (EIA)	Qualitative sustainability	Provides scoping utility	Non-quantitative
Indicator Sets	Quantitative metrics	Adaptable across sectors, formula-based	Requires specification for healthcare uses, leading to less standardization

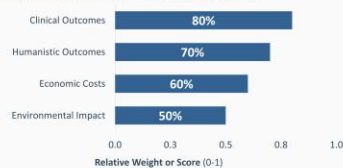
Figure 3 | Visualizing Environmental Assessment Processes

3A. Life Cycle Management in the Pharmaceutical Industry



Life Cycle Assessments can help monitor and measure progress toward greener initiatives; however, utilization of LCAs is not currently common practice within pharmaceutical companies, partly as a result of inconsistency and informality in modeling choices across the industry leading to unreliable results¹⁴

3B. Multi-Criteria Decision-Making (MCDM) Weighting Example



This Multi-Criteria Decision-Making model leverages a Sustainability Balanced Scorecard (SBSC) framework, including key dimensions of financial, customer, social, and environmental perspectives, as well as internal process and learning and growth perspectives to provide a relative weight to key outcomes, impacts, and costs across clinical, humanistic, and environmental dimensions¹⁵

Figure 4 | Structured Quantitative Indicators for Environmental and Social Sustainability within Innovative Environmental and Social Sustainability Framework, Number of Indicators



DISCUSSION AND CONCLUSIONS

- Though some HTAs have sought to incorporate ES into evaluation metrics, the majority do not yet integrate these metrics given that methods for ES analysis are still maturing.
- Further use and testing of existing evaluations, as well as creation of more modified analytical approaches and tools, could enhance the incorporation of sustainability in HTA evaluation frameworks, making them more accessible to non-experts, and aiding discussions with various stakeholders, including policymakers and patients.
- While these methods highlight the applicability of established HEOR modeling techniques in ES, additional novel methodologies could be considered as the focus on environmental sustainability becomes more prevalent in healthcare.
- Based on these findings, the authors of this research propose the use of "gamified environmental metrics" to address critical gaps by using interactive dashboards that visually simulate trade-offs between clinical, economic, and environmental outcomes in a visual, intuitive way. Future research should focus on operationalizing these methods to optimize clinical, economic, humanistic, and environmental priorities.

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ABBREVIATIONS

HTA = Health Technology Assessment | ES = Environmental Sustainability | SBSC = Sustainability Balanced Scorecard | MCDM = Multi-Criteria Decision-Making | EIA = Environmental Impact Assessment | HEOR = Health Economics and Outcomes Research | LCA = Life Cycle Assessment | HTA = Health Technology Assessment | ES = Environmental Sustainability

Ask A Question: asilber@trinitylifesciences.com

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Sustainability in Value Assessment

Key Insight:

Environmental metrics are entering economic evaluation

Clinical

+

Economic

+

Environmental

=

Value



Life cycle assessments



Carbon accounting models



Gaps in standardization



