

The background of the entire page is a dense, overlapping collage of numerous small, rectangular sticky notes. These notes are in various colors including shades of orange, yellow, pink, red, blue, green, and purple. They are scattered across the page, creating a textured, mosaic-like effect. The text is overlaid on this background.

Diversity•Equity•Inclusion

2022 Annual Report

Statement from the CEO

“I continue to be both proud and passionate about Vynamic’s Diversity, Equity, & Inclusion (DEI) journey. DEI is part of our values and culture and that is reflected in our stated Vision and Mission related to DEI. Our Vision is that diversity, equity, and inclusion are intrinsic to who we are and how we work. Our Mission is to cultivate an environment that invites authenticity, celebrates unique perspectives, and fosters belonging.

It is clear that more companies are realizing that a focus on DEI isn’t just the right thing to do, it is also a strategic business imperative. Our internal efforts paired with our DEI Service for clients continues to scale the impact that we are having across the healthcare industry. Our discussions as a team are a source of both energy and education for me personally. We start each internal DEI meeting with an overview of the “Rules of the Road”, which include the principles of candor, contribution, and a recognition of personal comfort level, in order to create a safe environment for authentic dialogue. There is so much we can all learn from one another while also sharing our own perspectives as part of a healthy exchange. I am grateful to our DEI Leadership, our DEI Council, and the entire team for their engagement in such meaningful change.”



A black ink handwritten signature that reads "Jeff".

CEO at Vynamic

Internal Initiatives

In active pursuit of our Diversity, Equity, & Inclusion Mission and Vision, we have embedded DEI within other key organizational initiatives to bring DEI to life for our team.

TALENT INITIATIVES

Talent Acquisition (TA)

- The TA Team went through an unconscious bias course as a team to upskill our knowledge of how bias impacts recruiting practices. Following that learning, the team identified areas in our process that could be impacted by unconscious bias. We have worked to make any process improvements and added unconscious bias training to our interviewer training as a standard.
- We have added Greenhouse as our applicant tracking system, giving us more access to reporting tools including reports around diversity. For all US based applications, we have included a voluntary EEOC questionnaire for candidates to complete, which gives us a blind look at the breakdown of candidates moving through our pipeline.
- Our TA team established connections with affinity groups in master's degree programs across all of our hubs (Philadelphia, Boston, Durham, and London) to build connections with their members and alumni. The team has also reached out to several professional affinity groups across our US hubs with similar goals of establishing connections and learning more about event opportunities. In addition to sending job descriptions and available opportunities to local affinity groups, we are working in partnership with a DEI job board company to post our open roles to reach a wider pool of candidates.

Maven

- In July of 2022, our Talent Team introduced new company-wide benefits through Maven, an all-in-one digital health platform that supports *all* paths to parenthood and the parenthood journey, regardless of what that path looks like. Maven members can use the service to book unlimited virtual appointments with providers across more than 30 specialties, including OB-GYNs, mental health specialists, nutritionists, and pediatricians as well as access Maven's extensive library of clinically backed articles and provider-led virtual classes. These benefits have been very well received by our team.
- Maven provides specialized support for the following life stages:
 - Preconception and fertility, offering expert navigation and emotional support for those pursuing IVF, IUI, or egg freezing and educational resources for those beginning their family planning journey
 - Pregnancy, postpartum, and returning to work after parental leave, with a personalized program for employees and their partners for every stage of their journey
 - Parenting and pediatrics, with on-demand access to pediatric and behavioral health specialists, as well as childcare resources with exclusive discounts, available for parents of children up to 10 years old
 - Adoption and surrogacy journeys with experts in navigating agencies, clinics, and supporting parents' and children's emotional well-being
 - Extensive mental health and physical health resources for all team members regardless of their parental status or family plan.



CULTURAL EVENT CELEBRATIONS/RECOGNITIONS

Our team comes from a variety of religious and cultural backgrounds, which we recognize and celebrate throughout the year. Through our active Yammer platform, team members frequently share the history and significance of various holidays, celebrations, and observances. We encourage our team members to share their personal and family traditions (including photos) so that we may all grow in our awareness and appreciation of each other's traditions.

"There is one key aspect about Veterans Day that helps ground me on the importance of today. This day belongs to ALL Veterans. Less than 10 percent of the total U.S. adult population are Veterans, with the Veterans Affairs projecting a 35% decrease of the Veteran population by 2046. When Veterans tell their stories and share their truth, they are helping paint the multi-color, multi-faceted, abstract portrait of who a Veteran is."

– J.R. Abueg, Vynamic Manager



ORIENTATION

Orientation is an important cultural process for Vynamic as it highlights our strategic priorities, organizational values, and team member experience. There is a dedicated session in the first week of a new team member's onboarding to ensure that team members understand the importance of DEI at Vynamic. In this session, we provide a shared definition of DEI, our DEI journey to date, our strategic priorities, anti-discrimination policies, as well as how to get involved in our efforts. This session sets the tone for our newest team members that diversity is our power, inclusion is our passion, and equity is our responsibility.

ACCOUNT TEAM DISCUSSION SERIES

The Vynamic Functions Team and Client Account Teams devoted part of their regular team meetings over the summer to a DEI Session called "Cultivating Inclusivity", led by members of the DEI Council. The goal of this session was to generate dialogue around how to be proactively inclusive in order to create a safe and engaging space for team members, clients, and beyond. This session was especially important as Vynamic team members and clients navigated hybrid work environments. "Cultivating Inclusivity" focused on feelings of inclusion/exclusion and best practices for creating an inclusive environment.

LGBTQ+ INCLUSION

In June of 2022, Vynamic celebrated Pride Month in big ways across all of our locations, from delicious meals, desserts, and happy hours from LGBTQ-owned businesses, to a company-wide virtual Drag Show featuring songs, trivia, history, and comedy with guest star Paige Turner, to a team outing to volunteer at the LGBTQ Center of Durham. Vynamic remains committed to supporting the LGBTQ community not just in June, but all year-round.



Our London team also celebrated Pride a few times throughout the year. In November, members of our London team visited the world's first LGBTQ+ VR Museum which exhibited personal stories and artefacts, collated from the LGBTQ+ community, through the use of technology and immersive storytelling.

MONTHLY MEETINGS

As a cornerstone of our DEI Programming, our DEI Council continuously engages our Vynamic team through monthly DEI Meetings on a variety of topics. While the topic varies each month, these sessions are grounded in two core concepts: education and action. We believe it is important to not only become better educated on DEI topics, but also to commit to action based on what we learn.

In 2022, we covered the following topics:

	<p><u>Inclusion in a Multicultural, Global Workplace</u></p> <p>Names should not need to be familiar to be accepted. The Vynamic DEI community met for a discussion around Inclusion in a Multicultural, Global Workplace, diving into some foundational elements of our identity, including names and accents, and why it's so important to get name pronunciations right.</p>
	<p><u>Demystifying Critical Race Theory</u></p> <p>In recognition of Black History Month and our broader commitment to DEI, our team met to discuss Critical Race Theory. In this session, we drove clarity around what CRT is and is not, and how we can use it to better understand intersectionality and various perspectives across business, pop-culture, education, and other areas of life.</p>
	<p><u>Islamic Holidays</u></p> <p>In March, several of our Muslim team members shared information and stories about the holy Islamic month of Ramadan and how they observe and celebrate this joyful time of year. Several Vynamic team members also joined in a day of fasting with colleagues in observance of the holiday.</p>
	<p><u>Jewish Holidays</u></p> <p>In April, several of our Jewish team members shared information and stories about the Jewish holiday, Passover. The story of Passover celebrates the Jewish people's journey from slavery to freedom and highlights the obligation to teach the next generation about history, engage with community, and ask questions</p>
	<p><u>Ageism in the Workplace</u></p> <p>The Vynamic team gathered to reflect on ageism - what it is, how it manifests, and what we as a Vynamic community can do to combat it. The group discussed perceptions (and misconceptions) of the multi-generational workforce and how our diverse attributes can be turned into assets for a healthier, more equitable workplace.</p>
	<p><u>Vynamic's Immigrant Story</u></p> <p>The Vynamic team gathered this June, National Immigrant Heritage Month, to share and listen to personal stories honoring the unique journeys of the immigrant experience. Narratives spanning family history, cultural traditions, memories, and life lessons highlighted the value of heritage as well as the important contributions of immigrants.</p>
	<p><u>Intersectionality</u></p> <p>Intersectionality is the complex way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, and intersect. The Vynamic DEI community met to discuss the societal and healthcare related implications of intersectionality, and what we can do to acknowledge and advocate for these unique experiences.</p>
	<p><u>DEI & DISC</u></p> <p>To close out DEI annual programming for 2022, Vynamic hosted an interactive session focused on individual DISC personality styles, discussing leadership approaches, tailoring recognition and feedback, and celebrating the unique contributions each style brings, all of which help our team build more inclusive teams and environments at Vynamic and for our clients.</p>

Community Engagement

At Vynamic, we believe it is important not only to promote Diversity, Equity, & Inclusion internally, but also in our surrounding communities. Each year, the Vynamic team makes financial contributions to community organizations and promotes these important causes across our networks. Beyond monetary donations, our team members also leverage their time and perspectives to educate others on how to apply DEI learnings in their professional and personal lives.

DONATIONS

We believe that it is important that our words are supported by actions. One of the actions we have consistently taken throughout the year is to donate to causes that we have spoken about or that our teammates find important. This year, Vynamic made donations to: Sunflowers for Peace, Everytown for Gun Safety, Planned Parenthood, Project Home, Covenant House, Women's Law Project, Habitat for Humanity of Puerto Rico, Disabled American Veterans Department of Massachusetts, Vet Tix, Food Cycle, and UNICEF.

CYOCA

Vynamic gives back to the communities in which we live and work through our spotlight program, Choose Your Own Community Adventure (CYOCA). Vynamic supports our team members' individual passions to engage with their communities and celebrates the team's volunteering by making a financial contribution to each individual cause. In 2020, Vynamic decided to add a DEI-specific category to our annual CYOCA Team Choice Awards and in 2022, Women's Law Project was the recipient of the company gift in this category. Donations to Women's Law Project will help defend and advance the rights of women, girls, and LGBTQ+ people in Pennsylvania and beyond.



Guest Speakers and Programs

We have had the honor of bringing in several guest speakers to help us further expand our perspectives and complement our internal DEI programs. Two guest speaker sessions we would like to highlight are:



WOMEN'S LAW PROJECT

In anticipation of the US Supreme Court ruling to overturn Roe v. Wade, the Vynamic community gathered in May for a public policy discussion on the implications the reversal of this long-standing healthcare policy could have on women's healthcare access, the sectors we serve, and the work that we do as healthcare industry management consultants. Led by Amal Bass, Director of Policy & Advocacy at Women's Law Project, Vynamic Director Tilewa Otunba Nwaeze, and Vynamic Healthcare Industry Advisor Mindy McGrath, we examined the shifts this may necessitate in our healthcare system, the potential ripple effects, broad consequences, as well as tangible ways we can act to help ensure the safety of women.

ROOTS TO REVOLUTION

One of the most exciting developments of 2022 was launching our inaugural cohort to participate in a DEI Fundamentals course in partnership with Roots to Revolution, an educator-driven team focused on unpacking the complex truths of America's past so that we can take more effective action against systemic racism in our current society. Twenty Vynamic team members participated in this 6-week intensive course aimed to further education, growth, and personal development, as well as provide a deeper understanding of key topics like structural racism.



ROOTS to



REVOLUTION

DEI Service



Vynamic's DEI Service continued to grow in 2022, reaching clients across Life Sciences, Provider, and Healthcare Technology Sectors where we provided support related to a variety of outcomes including business strategy, organizational and team dynamics, and health equity. The intersection between DEI and the healthcare industry is increasingly evident, driving continued demand for DEI both as a critical component of internal business structure, process, and team member engagement, as well as customer and market-facing outcomes. Additionally in 2022, Vynamic's Service Lead team earned three Stanford Accreditations in *Leveraging Diversity & Inclusion for Organizational Excellence*, and were the proud recipients of London's Business Culture Awards for *Best Diversity, Equity & Inclusion Initiative Award* in relation to work we delivered with a global Life Sciences client.

Diversity•Equity•Inclusion



Thought Leadership

Our breadth of understanding of DEI and its wide-reaching impacts on healthcare is one of our key differentiators. Over the last year, we curated thought leadership to share our expertise and knowledge. We have developed multiple mediums to educate, challenge, and highlight our perspectives on DEI.

SECTOR SPOTLIGHTS

At Vynamic, we are all healthcare all the time, so it is important for us to focus on the intersection of DEI and healthcare. We continue to foster conversations with our team at Vynamic was through specific, targeted discussions as part of existing Sector Community Meetings, in which Vynamic discusses trends and current affairs in each of our interwoven sectors (Life Sciences, Providers, Healthcare Technology, and Health Plans). These discussions, such as *The Power of Health Literacy & Cultural Competency Awareness in the Provider Community* (April, Providers) and *Best Practices in Clinical Trial Diversity* (December, Life Sciences), enabled valuable insight sharing amongst the team and demonstrated that DEI is an extremely important business consideration for stakeholders, patients, and the customers our clients ultimately serve.



TRENDING HEALTH PODCAST EPISODES

[DEI For Healthcare Organizations: Where to Start](#)



Vynamic's Diversity Equity & Inclusion Service Leads, Stefanie Christmas and Shannon Connolly discussed what leaders should be thinking about as they address DEI as an industry imperative to create meaningful change with a thoughtful approach.

[DEI & Clinical Trials – Driving Meaningful Change](#)



Vynamic DEI Council Lead Matt Howard discussed how life science companies can integrate diversity, equity, and inclusion throughout the clinical trials process to facilitate better outcomes. Better representation across patient types is critical to demonstrate safety and efficacy – it's both good science and good business.

[Spotlight: Social Determinants of Health](#)



Team Member Cassandra Zuluaga and special guest, Dr. Charlotte Cuddihy, a UK Public Health doctor discussed the critical importance of social determinants of health (SDOH) and how healthcare systems can aim to address these factors.



CASE STUDIES AND INSIGHTS



CASE STUDY

Prioritizing Diversity, Equity, & Inclusion Across Research & Development

Vynamic helped a large, global life sciences organization identify multiple opportunities to improve their DEI strategy within their R&D department, including a roadmap that went beyond diversity in hiring and retention, and included DEI principles applied to the "business of life sciences" to not only help advance client priorities, but also raise the bar for the pharmaceutical industry.



CASE STUDY

Activating Diversity, Equity, & Inclusion Through Employee Resource Councils

The leadership of a large home healthcare provider sought to operationalize their Diversity, Equity, & Inclusion (DEI) strategy across their organization. Read how Vynamic helped this organization activate Employee Resource Councils, successfully onboard a DEI leader, and introduce internal DEI branding.



INSIGHT

Integrating Diversity, Equity, & Inclusion Throughout Clinical Trials

In this insight, we shared how to integrate DEI within key steps of the clinical trials process to facilitate better outcomes for both patients and pharmaceutical companies alike. Although meaningful progress will require significant investment from pharmaceutical companies in the areas discussed, there is equally significant upside in prioritizing DEI initiatives.

Closing Statement

“As I look back upon 2022, I am incredibly grateful and appreciative of the continued focus and effort Vynamic has committed to our Diversity, Equity, & Inclusion efforts, as well as the many team members who have led, contributed to, or participated in initiatives along the way.

I am so proud to be a part of the incredible team at Vynamic, and thankful that I work for a company committed to walking the walk, not just talking the talk when it comes to DEI. We have made great strides over the past few years in this space, but there will always be room to improve, to push harder, to learn more. I’m thankful that Vynamic is a place that welcomes that challenge and sees it as an opportunity to find a better way.

I look forward to our continued DEI efforts in 2023 as Vynamic continues to grow and scale. With DEI weaved into the fabric of our culture, I know our team will continue to drive innovation and meaningful change in healthcare - for everyone. I’m also excited to hand the reins back to our Vynamic DEI Lead, Stef Christmas, who has been an instrumental part of Vynamic’s DEI journey since 2015, and whose passion can’t be matched. I share the same vision that she shared in our first DEI Annual Report last year: My vision of DEI at Vynamic is to be intrinsic to our organization and to continue to build our understanding of systemic barriers to inclusion and equity so that all voices are heard, and people of every identity are valued with an opportunity to succeed.”



Matthew

Interim DEI Lead
DEI Council Lead