



2024 DEI Annual Report.

Statement from the CEO

At Vynamic, Diversity, Equity, and Inclusion (DEI) remain at the heart of our values and culture. Reflecting on our journey over the past year, I'm especially proud of how we combined education and action—both within our Vynamic team and in the ways we supported our clients.

Education is a cornerstone of DEI, and one of Vynamic's core values is 'Learning.' We embrace learning by daring to think big, staying curious, and challenging ourselves to grow. Personally, this past year deepened my understanding, empathy, and skills across many aspects of DEI. I also witnessed the Vynamic team engage in rich, thought-provoking dialogue—both with one another and with inspiring guest speakers—sparking meaningful growth and development.

Alongside learning, we took significant action—a great source of pride for me. Our efforts spanned internal initiatives, community engagement, volunteering, donations, thought leadership, and direct support for our clients on their own DEI journeys. I am deeply grateful to our DEI Leadership, our DEI Council, and every member of the Vynamic team for their dedication to this important work. Together, we remain committed to cultivating an environment that invites authenticity, celebrates diverse perspectives, and fosters a true sense of belonging.

Jeff Dill

CEO, Vynamic, An Inizio Advisory Company



Internal Initiatives

At Vynamic, DEI is integral to how we work and grow. In 2024, we focused on strengthening our internal DEI efforts by embedding inclusive practices across talent development, onboarding, leadership, and workplace culture.

Key Initiatives:

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Expanding Access to Health Resources for Our Team Members – Enhanced our partnership with Maven Clinic to provide expanded support, including menopause care, in addition to fertility, maternity, and pediatric services.



Fostering Inclusive Leadership – Increased leadership representation and introduced structured workstreams to promote equitable career development.



Advancing DEI Education – Integrated DEI learning into orientation, leadership training, and hiring processes to build an inclusive workplace culture.



Cultural Recognitions – Celebrated over 36 cultural and religious observances through employee-led initiatives, fostering awareness and connection.



Equitable Team Management – Designed DEI training for Account Managers and client teams to promote inclusive leadership and address workplace challenges like code-switching and masking.

These initiatives reinforce our commitment to building a workplace where all team members feel valued, supported, and empowered to thrive.

Employee Resource Groups (ERGs)

Vynamic's Employee Resource Groups (ERGs) play a vital role in fostering inclusion, advocacy, and community engagement. These voluntary, employee-led groups create spaces for shared experiences, support professional development, and drive meaningful DEI initiatives. Through education, advocacy, and outreach, our ERGs continue to strengthen belonging and drive positive change within Vynamic and beyond.

ERGs

Our ERGs are voluntary, employee-led groups whose aim is to further embed our DEI efforts and help foster a sense of belonging in workplace. They also serve as a forum in which team members can meet to address related topics. Our ERGs are set to accomplishment goals within these four buckets:



VBLK

2024 Programming

- **Drexel BRIDGE Program Panel** As part of our ERG's focus on Outreach and Education, VBLK hosted 15 students from Drexel University's LeBow BRIDGE program, which was created to support under-represented business students as they navigate college and postgraduate opportunities. Four of our VBLK members led a panel discussion about their career paths to consulting, followed by a fun networking session with other VBLK members and Vynamic's Drexel alum.
- February DEI Presentation Created a science-driven presentation that focused on the on the epidemiology and etiology of sickle cell disease and how the recently approved gene therapies impact patient lives.
- National Museum of African American History and Culture visit Coordinated a trip to DC to visit the National Museum of African American History and Culture. Team members were able to explore the museum at their own pace learning of African American culture from its roots in Africa to Futurism.
- Juneteenth Brunch Gathered as an ERG to have brunch at "Brunch N," a black-owned restaurant in Center City.

- Holiday Spotlights Regular Viva Engage post around significant black holidays (e.g., MLK Day, UK Black History Month, Juneteenth) by providing background on the historical significance and encouraging team members to reflect on how they will celebrate and acknowledge the holiday.
- **Philly Office Game Night** Hosted a casual game-related happy hour where we taught others how to play card games. Card games consisted of Uno and Spades & was available for everyone.

VynAsians

2024 Programming

Our programming is meant to foster deeper connections, enhance understanding of cultural and personal backgrounds, and strengthen bonds:

- **"Getting to Know You" Life Journeys** series of personal storytelling sessions where team members share fun facts about their Asian heritage.
- Internal Seminars and Discussion Insightful sessions focused on the topics of Asian family dynamics (complexities of family structures, traditions, and values) and Offshore Cultural Sensitivity (centered on importance of cultural awareness when working with offshore teams or working in cross-cultural environments).
- Holiday Spotlights Member-led discussions about the practices and significance of key Asian holidays, including Lunar New Year, Ramadan, and Diwali. Walkthrough of traditions, customs, and rituals shared by their family and community.
- **Movie Club: Parasite** A screening and discussion of the critically acclaimed film Parasite, which will be analyzed for its portrayal of class divisions, family dynamics, and societal structures.
- **Book Club** Our Missing Hearts, by Celeste Ng. A deep dive into Our Missing Hearts, a novel that explores themes of systemic injustice, identity, and resilience.
- **Donation** As part of our internal holiday drive, VynAsians contributed over \$200 to the Asian Task Force Against Domestic Violence shelter, allowing us to donate a bed, a community message board and blackout drapes. This marks our second year supporting this organization, which offers essential services to immigrants in the Boston area.

VynamiQ

2024 Programming

- Celebrating Our History (Internal Education Series) In 2024 we continued our internal education campaigns focusing on LGBTQIA history across the world. This series included major LGBTQIA+ holidays, days of remembrance, and history months.
- **VynamiQ Community Meetings** Throughout the year, VynamiQ held regular community meetings focused on celebrating LGBTQIA+ team members and their accomplishments and to foster team member connections.
- **2024 Pride Guides** VynamiQ continued its annual tradition of sharing Pride Guides that include information on Pride Month parades and events in all Vynamic Hub and Spoke office locations.

- 2024 Pride Panel 'How do you Pride' an inclusive discussion focused on how Vynamic team members celebrate and relate to pride including how this has changed through their lives.
- Growing our Community (Professional Networking Activities) In 2024, VynamiQ launched multiple professional networking partnerships across Inizio and externally with membership organizations like OUTBio Greater New York. These partnerships allow team members to connect and collaborate with the broader LGBTQIA+ community.

2024 Policy & Inclusion Enhancements - This year, VynamiQ members helped drive key policy updates to improve inclusivity across Vynamic and Inizio:

- **Preferred Name Policy** Ensures that all internal communications sent via global listservs address employees by their preferred names, eliminating the use of deadnames in company emails.
- **Pronoun Visibility Enhancements** Pronouns were integrated across multiple platforms, including Microsoft Teams profiles, Vynamic Team Member Profiles, and business card templates. These updates allow employees to share their pronouns in both internal and client-facing settings, fostering a culture of respect and authenticity.

Donation:

• William Way LGBT Center in Philadelphia.

HRC Corporate Equality Index

 For a second year in a row, Vynamic received a score of 100 on the Human Rights Campaign Foundation's 2025 Corporate Equality Index, the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality. Vynamic joins the ranks of 765 major U.S. businesses that also earned top marks this year.

Our Vynamic team has been working towards this award for over five years by implementing and improving our policies, processes, systems, benefits, and programming to better support



LGBTQ+ employees— making improvements for everyone else along the way too. The real value of this award is not this exciting result, but all the improvements behind the scenes that positively impact our employees' experience and well-being.

Vynamic Vets

2024 Programming

- Boston Commons Memorial Day Flag Planting Participated in the annual tradition of placing over 37,000 American flags at the Boston Commons to honor the service and sacrifice of fallen heroes. This event brought together team members to pay their respects and reflect on the importance of Memorial Day.
- **DAV 5K** Engaged in the Disabled American Veterans (DAV) 5K to support veterans' services, showcasing the team's commitment to giving back and raising awareness for disabled veterans and their families.

• Fundraising for the Home Base Foundation - Supported internal fundraising drives and shared recommendations to support the Home Base Foundation. Home Base, a partnership between the Red Sox Foundation and Massachusetts General Hospital, provides clinical care, wellness programs, education, and research to heal the invisible wounds of war. Their unique three-generation model supports Veterans, their children, and their parents, fostering resilience and well-being across entire families.

Monthly Meetings

A key pillar of our DEI programming, Vynamic's monthly DEI meetings provide an open forum for education, discussion, and action. Each session explores a unique topic aimed at fostering awareness and driving meaningful change in both our workplace and broader communities.

2024 Meeting Highlights:

- **DEI 2024 Enrich & Act** Setting intentional goals to embed diversity, equity, and inclusion into daily life.
- Black Healthcare (VBLK ERG-led) Exploring sickle cell disease and advancements in gene therapy.
- **Cross-Generational Communication** Understanding generational differences and their impact on collaboration.
- **"How Do You Pride?" Panel (VynamiQ ERG-led)** A discussion on the evolving meaning of Pride.
- **Disability Pride Month** Destigmatizing disabilities and advocating for workplace accessibility.
- Asian Contributions to Healthcare (VynAsians ERG-led) Examining Eastern medicinal practices and their influence on modern wellness.
- **Politics at the Dinner Table** Navigating political discussions with empathy and professionalism.

By fostering open dialogue on these critical topics, our DEI meetings reinforce a culture of continuous learning, inclusivity, and action.

Community Engagement

At Vynamic, our commitment to DEI extends beyond our workplace and into the communities we serve. Through financial contributions, volunteer efforts, and strategic partnerships, we strive to make a meaningful impact.

'DEI in Action' Spring 2024 event

In Spring 2024, we launched our first "DEI in Action" event, providing team members with volunteer opportunities aligned with key DEI themes. This initiative reinforced our commitment to turning education into action.



Community Action Day (CAD)

Our second annual CAD focused on promoting health equity through hands-on service and donations. With over **80% participation**, Vynamic team members dedicated **750+ volunteer hours across 22 nonprofit organizations worldwide**, supporting causes such as food security, healthcare access, and environmental conservation.

Organizations Supported in 2024:

Philadelphia:

- Children's Hospital of Philadelphia
- Small Things
- Chester County Food Bank
- Broad Street Love
- Project HOME
- Fairmount Park Conservancy

Boston:

- Big Sister Boston
- Christopher's Haven
- The Conservatory Lab Foundation

New York City:

BloomAgainBklyn

London:

• Fitzrovia Community Centre

Durham:

 The Diaper Bank of North Carolina

Other Cities:

- Chicago: The Chicago Food Depository
- Washington D.C.: Iona Senior Center

Individual Initiatives:

- Nation Recreation and Park Association
- Community Blood Drive (various cities)
- Impact100 Houseton
- Local Libraries (various cities)
- Dana Farber Cancer Center



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Additional Donations & Community Partnerships

Beyond Community Action Day, 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. Separate from Community Action Day and our ERG-driven donations, Vynamic made donations to:

- Advancing Justice AAJC
- American Heart Association
- Black Women's Health Alliance
- Bloomagain NYC
- Brighter Horizons
- Cradles to Crayons
- Doctors Without Borders
- Fitzrovia Community
- Fred's Footsteps
- Further, Ltd
- · Girls on the Run Philadelphia
- Greater Boston Food Bank
- Home Base Veteran and Family Care
- Human Rights Campaign
- Mass General Development
- Note in the Pocket
- OUTbio of Greater New York
- The Bee Foundation
- William Way LGBT
- Women's Lunch Place

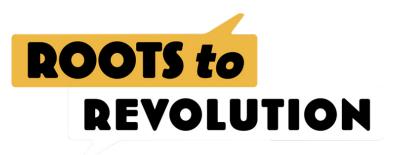


Guest Speakers & Programs

To complement our internal DEI initiatives, Vynamic welcomed expert speakers in 2024 to deepen our understanding of key social and healthcare issues.

Roots to Revolution

Continuing our partnership with Roots to Revolution, we hosted our third cohort in the DEI Workplace Fundamentals program. This six-week interactive course covered topics such as medical & health industry history, Black maternal health, microaggressions, feminism, and LGBTQIA+ history. Participants described the experience as enlightening and transformational, reinforcing our commitment to ongoing DEI education.



World AIDS Day Panel

In collaboration with our ERGs, VynamiQ and VBLK, this panel explored the systemic inequities in HIV/AIDS prevention and treatment. Experts discussed the importance of culturally competent care, innovative treatments, and cross-sector collaboration to drive meaningful change in healthcare access and outcomes.



Featuring insights from industry experts (spotlighted to the right) around innovations in HIV prevention, PrEP equity, and the ongoing challenges of the HIV/AIDS epidemic.

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Dr. Andrea Gayle-Bennett

D): Coyle-Bennett holds a Doctor of Medical Science (DMSG) degree from the University of ynchburg, a Matter of Education degree from Lesky College, and a Bechnet of Science in allice health from Schen Davies Schen Davies Schen Davies distinguished career spanning over three decades, including 37 years as a Physican demonstrated exceptional Mills delivering comprehensive medical care. Science and head positions such as State Surgeon, Depoly Commande, and Chief her ranks and held positions such as State Surgeon, Depoly Commande, and Chief decidation and learning.

In 2022, the Massachusetts Legislature passed significant legislation reforming veterans' governance, structure, and care at the two Massachusetts Veterans' In Holyoke and Chelsea. As part of these reforms, the Executive Office of Veterans' Services was created, with the Deputy Secretary being appointed by the Secretary.





Veterans Day Fireside Chat

Vynamic hosted Dr. Andrea Gayle-Bennett, Deputy Secretary of Veterans' Services in Massachusetts and retired Brigadier General, for an insightful discussion on mental health, the transition to civilian life, and the role of healthcare leaders in supporting veterans.

These programs exemplify our dedication to fostering informed dialogue and driving action toward a more inclusive and equitable future.

DEI Service

In 2024, the DEI service team felt that it was increasingly important to guide our clients towards not only thoughtful and impactful strategies that impacted colleagues and employees but increasingly improving patient experiences. No two people experience healthcare in quite the same way. At Vynamic, we are working with our clients to better understand how social determinants of health affect a person's health, well-being, and quality of life and where there are opportunities to improve patients' lives.

Health equity aims to minimize existing health disparities and prevent future causes of inequity through interventions. Vynamic supports clients to address and remediate health equity challenges, through targeted analyses, focused strategy, and thoughtful execution to help remove barriers. Whether it be advising clients on their social impact strategy, a thoughtful way to drive patient adoption, or improving access and trust among certain communities, DEI remains at the core of what we do.

Learn more about out DEI Service <u>on our website.</u>



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.

Trending Health Podcast Episodes

Throughout 2024, the Trending Health podcast focused on key stories from around the world that resonate with all of us: from the growth of the anti-obesity medication market to the continued conversations about reproductive health access. From access and inequality within rare disease treatments to the development of new treatments for depression. The focus of the podcast remains the evolving health industry, which we believe is changing in the direction of equity for all patients.



Insights

The Power of Authenticity in Product Launch

At Vynamic, we believe that prioritizing authenticity and placing patients at the core of launch strategies not only improves patient outcomes but also enhances trust, transparency, and business success. Using the Vitruvian Man analogy, we emphasize balance and proportion in aligning human purpose, adaptability, and empowerment with clear patient-focused vision and core values. By integrating diverse patient perspectives throughout the product lifecycle, from early development to postlaunch, we help foster inclusivity, accelerate trial success, and achieve measurable ROI. This approach underscores our commitment to DEI by amplifying marginalized patient voices, engaging diverse Patient Advocacy Groups, and leveraging inclusive data-driven insights to create equitable healthcare solutions.





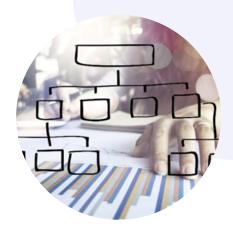
Post-merger success depends on more than structural changes, it requires prioritizing people by aligning them with the strategic intent, harmonizing cultures, and fostering connectivity. Vynamic emphasizes focusing on the human element, including transparent communication, cultural integration, and aligning performance goals with organizational strategy, to drive engagement and productivity. This peoplefirst approach builds trust, mitigates uncertainty, and ensures long-term success. By embedding inclusivity and addressing cultural nuances, organizations can navigate post-M&A complexities while fostering equitable and sustainable outcomes.



Case Studies

The Power of Authenticity in Product Launch

A payer client partnered with Vynamic to enhance member engagement and reduce touchpoints while expanding into a new Medicare Advantage market, prioritizing inclusivity and equity. By streamlining communications and mapping tailored member journeys, Vynamic achieved a 45% reduction in touchpoints while fostering earlier PCP engagement and clearer benefit understanding. This inclusive approach set the client up to support varied populations and extend these practices to other markets.



Life Sciences, Health Systems, and Healthcare Tech: Working Together to Deliver Better Patient Outcomes

A Life Sciences client partnered with Vynamic to develop a digital tool aimed at closing the communication loop between patients and providers, improving outcomes while fostering more inclusive and equitable care. Vynamic established program governance, employed an agile management approach, and engaged a diverse range of stakeholders across sectors to align on a patient-centered and accessible solution. This effort resulted in a scalable tool piloted with 35+ health systems, validated through clinical studies, and ultimately acquired by a digital health company for broader implementation. The project underscores the importance of collaboration and innovation in advancing equitable healthcare solutions that meet the needs of all patients.

Global DEI Partnership

Vynamic is proud to support the broader Inizio DEI mission by aligning with their Global DEI Policies & Guidelines, actively participating in Global DEI panels, and driving initiatives that foster inclusivity and equity. Through our collaboration with Inizio, we've contributed to advancing health equity, championed community partnerships, and supported global supplier diversity efforts. Our shared commitment to DEI strengthens both our internal culture and external impact, as we continue to create opportunities for belonging and meaningful change across the diverse teams, clients, and communities we serve.

Closing Statement from our Vynamic DEI Council Lead

Reflecting on 2024, I am incredibly proud of the impactful contributions made by our DEI Council and DEI Services teams, both to our Vynamic team and our clients. I am deeply grateful for every member of our Vynamic community who engages with our DEI initiatives, shares their stories and insights, and fosters an environment where we can all show up as our authentic selves. The collective dedication to growth and learning makes our DEI efforts at Vynamic truly fulfilling.

I also remain thankful for the unwavering support from our Leadership Team, whose words and actions set a powerful example. At Vynamic, we're fortunate to have both strong leadership commitment and the energy of grassroots enthusiasm, which together breathe life into our DEI programming.

Vynamic's internal motto, "we believe there is a better way," continues to ring true today. We are dedicated to continually learning, evolving, and finding meaningful ways to honor and respect our diverse identities and perspectives. I'm excited for all that 2025 will bring!



Sai Khisty, Vynamic DEI Council Lead

A sincere thank you to our DEI Council team members and your invaluable contributions!



Matthew Howard





Keerthi Nadkarni



Holly

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Ashlev

Gobert

Abdu Bakillah



Tilewa Nwaeze



Natasha

Fletcher

Sai





Sabina

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Langridge