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Introduction

About PRA Health Sciences

At PRA, we stand for creating the greatest opportunities for patients’ health. We do so by finding new ways to work with our partners and leveraging our talent, health information, and technology in order to be the best healthcare intelligence partner in the world.

PRA is a full-service global contract research organization, providing a broad range of product development and data solution services to pharmaceutical and biotechnology companies around the world.

PRA’s integrated services include data management, statistical analysis, clinical trial management, and regulatory and drug development consulting. PRA’s global operations span more than 90 countries across North America, Europe, Asia, Latin America, South Africa, Australia, and the Middle East, and more than 17,500 employees. Since 2000, PRA has participated in more than 4,000 clinical trials. In addition, PRA has participated in the pivotal or supportive trials that led to US Food and Drug Administration or international regulatory approval of more than 95 products.
Message from the CEO

Dear Stakeholders:

PRA’s 2019 Corporate Sustainability report comes at an unprecedented time. Today, our world looks very different than it did when we began compiling this report. The COVID-19 pandemic has challenged our industry in ways we could not have foreseen, but it has also shown the strength, perseverance, and compassion of our people.

Over the past year, we have made remarkable progress in our mission to create greater opportunities for patients’ health. Even in the face of adversity, we continue to find new and innovative ways to work with our partners and leverage our talent, health information, and technology to make immediate and lasting impact around the world.

We’re embracing new processes and ways of thinking in order to intelligently bring clinical research out of the lab and into the real world. PRA has already started incorporating sustainable methods of growth to accomplish this goal. In 2019, we advanced many of our strategic objectives, including:

- Growing deeper and more long-term, strategic relationships with our clients to continuously improve healthcare and nurture our human connections.
- Providing world-class protection of biopharmaceutical client and patient data, using de-identification technology and requiring annual training on privacy-related issues.
- Strengthening our risk management and compliance approach, identifying risks at the business unit level, and maintaining a steering committee with regular reports to the board of directors.

As we look to the end of 2020 and beyond, I couldn’t be prouder of our team. We’ve always said that our people are our greatest asset—this couldn’t be more evident as we work to meet the demands of today’s ever-changing COVID-19 landscape with courage, passion, and a desire to do good.

PRA is an agile organization, ready to adapt and drive positive change no matter what challenges come our way. Our sustainability efforts will continue to focus on people—our patients, our employees, and our communities—first and foremost. By focusing on the right people and utilizing our healthcare intelligence expertise, we can continue to build our diverse and cohesive OnePRA team—and we can continue to do our part to leave the world better than we found it.

COLIN SHANNON
Message from PRA’s Corporate Sustainability Executive Sponsor

Dear Stakeholders:

PRA understands that the work we do has a global impact, and our global sustainability practices help us ensure it is a positive one.

We know that our stakeholders and our team members have evolving expectations around PRA’s environmental, social, and governance (ESG) practices. PRA is committed to exceeding those expectations through meaningful and lasting actions that benefit both our business and society.

PRA’s 2019 sustainability efforts focused on stakeholder dialogue and workforce culture. As our organization continues to grow, increased communication and collaboration are vital. Over the last year, we have continued to expand our Sustainability Committee to include key leaders and representatives from across PRA’s diverse and global team. Our reporting and increased executive-level dialogue around PRA’s corporate sustainability goals ensure all stakeholders, team members, and prospective clients remain informed of our progress.

PRA believes in a workplace culture that embraces diverse perspectives and empowers our team members to grow—both at work and within their communities. In 2019, we filled 22 percent of new positions with internal candidates and 31 percent of new hires were referred to the company by existing PRA employees. We expanded our PRA Cares initiative, with employee-driven charitable activities happening in all regions of our global footprint and aligned with the UN Sustainable Development Goals. We also continued to build upon our diversity, equality, and inclusion initiatives in 2019, improving minority and gender programs and employee resource groups, which provides us a broader picture of the world around us and allows us to respond more effectively. Although we believe PRA has a distinguishing culture, we are also proud to be recognized by various organizations including Forbes in 2019 as one of the “Best Employers for Diversity.”

Now more than ever, PRA is committed to refining and enhancing our sustainability-related activities. In the coming year, we will dive deeper into diversity, equality, and inclusion initiatives, including those that elevate the voices of team members from all over the world, and focus on providing better access to clinical research for patients and their families. We look forward to sharing our continued progress, and invite any questions or feedback from our stakeholders.

DAVID MARKS
Confirming Priorities: 2019 Materiality Analysis

PRA conducted its second materiality analysis in 2019 to confirm strategic focus. Ultimately, we recalibrated our priorities and finalized the priority issues matrix. The results of the materiality analysis helped us gain a clear perspective of internal and external stakeholder views. This assessment confirmed that our priorities continue to align with stakeholder expectations, market trends, and business risks and opportunities. It also provided the foundation for our sustainability strategy, central to which is our approach to human well-being.

PRA’s 2019 Materiality Matrix

PRA’s priority issues:

- **Client Relations**: Forming strong partnerships to provide exceptional, sustainable service on every project.
- **Clinical Trial Safety**: Holding ourselves to high standards of safety and ethics.
- **Data Privacy and Protection**: Ensuring high standards of data privacy and protection.
- **Talent Engagement**: Ensuring a great place to work and providing opportunities to build a rewarding career.
Business Highlights
The Clinical Research Journey

Clinical research is a complex endeavor, requiring orchestration and collaboration across private, government, and academic sectors. It is also a journey for all who play a role in the drug development process—particularly trial participants and patients whose lives may depend on new drugs, therapies, and medical technologies coming to market.

We touch every stage of the clinical development process, from drug discovery through commercialization and long-term monitoring. We do so by focusing on three key objectives:

• Work to better understand the patient experience of living with various health conditions and participating in the clinical trial process.

• Identify ways to expand patient access to clinical research opportunities, especially among underrepresented groups.

• Ensure that we bring our clients seamless, end-to-end technology solutions across all phases of the drug development process, including improved engagement and access.

Advancing Our Capabilities

Innovation is how we develop new opportunities to evolve sustainably, grow, and thrive. PRA is deeply invested in integrating the latest technologies and data sources into all facets of our business and client service offerings. We are particularly focused on developing information technology systems that provide a more direct flow of data between trial sponsors and participants, while simplifying the clinical trial experience for all parties.

MOBILE AND DIGITAL HEALTH ADVANCES

Our advanced abilities to connect virtually with patients also continues to differentiate us. We offer the only end-to-end mobile clinical trial management solution, allowing clients to centrally monitor the progression of clinical trials and associated data. This approach is termed decentralized as it brings the clinical trial directly to the patient. Much of what we are doing is ground-breaking. Our mobile health platform works across devices that consumers already have—phones, tablets, desktop computers, and wearable devices—which enables them to participate regardless of geographic and healthcare constraints. PRA also provides a comprehensive connected device capability for delivery of wearable devices directly to patients, as well as the necessary support and training.

How PRA supports clients and patients through the clinical research journey

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<tr>
<th>Engagement with clients</th>
<th>Engagement with patients</th>
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<tbody>
<tr>
<td>Early Phase</td>
<td>Supporting Phase I-IV clinical trials, externally or by augmenting our clients’ internal capabilities</td>
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<tr>
<td>Mid-Late Phase</td>
<td>Providing real-time trial monitoring</td>
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<td>Post-Approval</td>
<td>Developing drug commercialization strategies</td>
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<td>Tracking drug prescribing/use patterns and market performance</td>
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<td></td>
<td>Evaluating product safety and effectiveness under real world conditions</td>
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<td></td>
<td>Longitudinal tracking of patients’ status using client-developed drugs</td>
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• Identifying patient populations
• Assessing patients’ experiences with different disease states via social media listening and online communities
• Enrolling patients in Phase I clinical studies
• Tracking patients’ progress through Phase II-IV clinical trials
• Serving as liaison between trial participants and sponsors
• Informing market viability studies
• Advising on trial protocols
• Conducting preliminary, Phase I drug testing
• Longitudinal tracking of patients’ status using client-developed drugs
• Identifying ways to expand patient access to clinical research opportunities, especially among underrepresented groups.
Through these efforts, we aim to increase efficiency and accessibility, reduce drug development timelines as well as reduce travel-related activities by patients and research staff that will inevitably reduce the carbon footprint of our clinical trials.

In 2019, we partnered with a leading global pharmaceutical company to launch the first-ever heart failure drug approval trial using a completely decentralized, mobile design. The study not only helps us work toward our ultimate goal of giving patients worldwide equal access to clinical research, it also promises to improve patient connectivity and accessibility to clinical research, as well as optimize patient engagement and compliance. The study will use PRA’s mobile health platform and wearable devices to more efficiently gather real-world evidence from patients. It is the first fully “virtual” trial to support approval of a new drug indication, meaning that patients can participate from home or wherever they are using their personal phones and computers. This innovative new trial will assess the quality of life and track the physical activity of patients with heart failure and type 2 diabetes using smart, wearable technology.

DATA ADVANCES

We began to see further results and rewards of some of our strategic investments in 2019. By integrating the technology and data from our Symphony Health division with those of our other platforms, following its acquisition in 2017, we have been successful in generating efficiencies in our ability to track, analyze, and understand patient data. Additionally, we have one of the largest data assets in the industry, with over 280 million lives represented in our enterprise data warehouse.

PRA has the ability to be a pioneer in how this data can be utilized by multiple entities within the industry, including healthcare providers, payers, life science specialists, and of course, patients. Our IDV® (Integrated Dataverse) provides the most complete view of market data to deliver unparalleled insights.

As we continue to expand this segment of our business, we are working to find innovative ways to grow our products and offerings in international markets. For example, in 2019 PRA and Symphony Health entered into a strategic partnership with Close-Up International to expand our global data services. Our partnership with Close-Up International adds a critical component to Symphony Health offerings. As we build this alliance, we’re focused on bringing greater value to our clients who operate in both North and Latin America, helping them achieve their business objectives by making data solutions and insights available to drive future drug development and commercialization strategies.

Delivering pharmaceutical market analytics and intelligence

In 2019, PRA announced the launch of Symphony Health’s new national market measurement tool, Metys™, the only completely integrated, all-in-one market research solution available from a contract research organization. First of its kind, Metys™ delivers pharmaceutical market analytics and intelligence that are both timely and comprehensive. Understanding, measuring, and influencing treatment decisions is increasingly complex. Metys™ quickly and efficiently brings all the data to clients’ fingertips.

IDV® combines different facets of information to build a complete picture of any given health event, providing the most complete view of market data to deliver unparalleled insights.

280 million active patients
903,500+ data sources in IDV®

4.25 years
Over 90% of Rxs
Average, continuous history for active patients
Dispensed in US and territories

10,000+ plans
1.8 million prescribers
Tracked in IDV®
Tracked in IDV®

More than 12 years of historical data
From January 2003 and beyond
BUSINESS UNIT HIGHLIGHTS

EARLY DEVELOPMENT SERVICES (EDS)

PRA remains committed to our early development practices, recognizing the importance of this phase in the clinical development process. Although many large, commercial contract research organizations have downsized or eliminated some of their operations due to the complexity and unique risks inherent in the early stages of clinical research, we have seen continued growth in this area in recent years and continue to invest our capabilities. Two major capital investments occurred in 2019, a doubling of our Assen, Netherlands Bioanalytical Laboratory and a new purpose-built investigational pharmacy in Lenexa, Kansas.

The Lenexa, Kansas pharmacy will promote improved flexibility for sponsors while increasing employee and volunteer safety. Even though EDS has always provided Good Manufacturing Practices (EU-GMP) services in our EU operations and we have now brought this capability to our US operations. With these new pharmacy facilities and processes, EDS operates with drugs and testing in a safer way—a secured environment—and has space thresholds, researcher safety suits, and other important safety protocols and equipment. This investment facilitates small batch GMP Manufacturing, which provides the sponsors flexibility to adjust dose levels based on real-time trial data, all while requiring less upfront expense in their investigational drug.

PRODUCT REGISTRATION

In 2019, Product Registration pioneered a Rare Diseases Patient Committee—the only one of its kind in the industry—and volunteer group of patients. Clinical development involving rare diseases poses a unique set of medical, scientific, and operational challenges. It is not a cookie-cutter formula, but rather a nimble approach that embraces the flexibility, creativity, and innovation needed to succeed in this arena. In the last five years, we have managed over 250 Phase I-IV rare disease studies, across 12 different therapeutic areas, resulting in the successful marketing approval of 18 drugs, making us an industry leader in this area.

Also in 2019, our Center for Rare Diseases hosted its first World Rare Disease Day event at our offices in Blue Bell, Pennsylvania. This was our first large-scale, externally facing event held within our offices. Over 160 attendees across seven therapeutic areas, with 14 different clients, came to visit. World Rare Disease Day is an important time to raise awareness for the 7,000+ known rare diseases and the millions of people whose daily lives are impacted by rare disease.

STRATEGIC SOLUTIONS DIVISION (SSD)

We pioneered the Embedded Solutions™ model that provides each client with bespoke, scalable, and sustainable solutions that allow them to retain control over their strategic functions, as well as mitigating many of the risks of maintaining their internal operations or fully outsourcing their clinical trials. Our ability to integrate our embedded professionals into large or small organizations continues to differentiate PRA as a premier partner. While our existing partnerships continue to evolve with our clients, all our partnerships are based around the principles of optimizing operations based on an in-depth understanding of our clients’ culture, mission and vision.

In 2019 we grew in all geographic regions (including sub-Saharan Africa), but we were proud to continue our growth outside of North America that further diversified our division. We also expanded our relationships as OnePRA with selected clients by providing expanded support from PRA experts from across our organization that enhanced the value of those partnerships, such as leveraging new therapeutic expertise, technology solutions, data solutions, or services that blended across our ecosystem.

Beyond our functional working relationships, we are committed to partnering with our clients on sustainability-related activities to increase impact as a force multiplier. SSD leadership continues to ensure that PRA Cares, aligned with team building, is a priority. As a result SSD continues to have industry-leading employee retention and contributed to PRA winning supplier awards in 2019 from top clients for Innovation and “Raising the Bar” in support of their businesses.
Maintaining Trust in a Changing World

We advance clinical research by continuously deepening our understanding of the patient experience. By analyzing disease drivers, treatment efficacies, and patients’ long-term recovery outcomes, we fine-tune and accelerate our clients’ clinical studies, ultimately improving the availability and accessibility of lifesaving and life-improving drugs. Our success depends increasingly, however, on protecting the data entrusted to us, operating ethically, and protecting patient and employee health—all key among rapidly-shifting risks.
Risk Management

During 2019, our Enterprise Risk Management (ERM) department was incorporated into the newly formed Risk Management Office (RMO) under the leadership of the Global Risk Officer. The function of the RMO is to develop a cohesive risk management strategy and framework to anticipate, identify, prioritize, mitigate, and manage key enterprise risks, while working with partners cross-functionally to advance the organization’s objectives. As part of this strategic approach to corporate risk, ERM partnered with the Cybersecurity and IT Risk Management teams in reviewing Integrated Risk Management (IRM) software solutions for introduction in 2020 to increase the maturity of PRA’s risk reporting, recording, and management process. As part of this enhanced risk management approach, PRA’s sustainability program was adopted by ERM to provide a better understanding of PRA’s full suite of risks. ERM proactively scans the horizon for the multitude of risks that may have a business impact on PRA and reports or advises on these within the company when identified.

PRA’s approach to organizational resilience, which includes all aspects of business continuity and recovery, as well as crisis management is led by ERM. All of our locations were allocated business continuity (BC) exercises as part of their annual BC program during 2019, and PRA’s executive crisis management team was tested on cyber-related incidents occurring within the company. PRA’s executive crisis management team was deployed for Hurricane Dorian and our crisis managers supported 11 other BC incidents globally during the year. The availability of a 24/7 crisis incident hotline to report any BC incidents facilitates engagement of swift support by a crisis manager and rapid deployment of BC or crisis management resource within PRA in order to manage these situations and minimize ongoing impact or risk to our continuity of service delivery and business operations. By interfacing with the Cybersecurity, IT Disaster Recovery, Travel Risk Management, and Corporate Communications teams, we are able to support a proactive approach to managing risk whenever an event may occur.

Ethics and Anti-Corruption

At PRA, corporate compliance is everyone’s job. Our Compliance and Ethics (C&E) program is designed to prevent, detect, and remediate fraud, bribery, corruption, and other corporate misconduct. C&E is a cross functional partnership led by the Global Compliance Officer.

The PRA Code of Conduct establishes the baseline principles on which the Compliance and Ethics program is built. Program elements include:

- Risk assessment
- Policy and process
- Employee education and awareness initiatives
- Compliance guidance
- Reporting hotline
- Auditing and monitoring

The C&E program continues to grow and evolve in response to changes in our business and in the global business climate.
Listening and responding with EthicsPoint

We use EthicsPoint, a third-party hosted system, as one mechanism for employees and third parties to report ethics and compliance questions and concerns. The EthicsPoint system allows us to collect reports in a centralized database, track and analyze metrics related to ethics reports, and ensure that each report is addressed effectively. This tool gives us more visibility into our risks, as well as a useful platform to help us manage and respond to them.

Data Privacy and Cybersecurity

New technologies offer efficiencies and an increased responsibility to protect the data for our clients, our patients, and ourselves. PRA takes this responsibility very seriously. For whatever technology we deploy, we use industry leading cybersecurity controls like data encryption to protect the data entrusted to us. And, should the need arise, we maintain a team for crisis mode to respond to any more serious data issues that may develop.

PRA maintains a global privacy program that seeks to work from a baseline of sound privacy and cybersecurity practices that can drive compliance with the ever-increasing, ever-more complex privacy laws around the world, including the EU’s General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), and their counterparts around the world. When conducting longitudinal analyses of US patients in our Symphony Health business, we use HIPAA-compliant de-identification practices to disassociate individual patients’ health records from their identities and allow innovation and insight, while respecting individual privacy.

We continue to use a risk management approach that leverages PRA’s ERM activities, privacy, cybersecurity, and various other risk factors, which are integrated to ensure greater consistency in our handling of cybersecurity issues across the business. For example, in 2019, we:

- Focused on automating our risk management and record keeping, and more efficiently complying with regulations.
- Strengthened our breach analysis response plan.
- Continued to proactively embed privacy and cybersecurity into the design of services and solutions that involve the processing of personal data.
- Mandated and customized annual training for our employees on data privacy and cybersecurity-related issues.

Together, these efforts foster a greater awareness and culture of security at PRA.
Clinical Trial Safety

Clinical trial participants help us speed breakthroughs in modern drug development. Our job is to protect them, and we are committed to ensuring the highest levels of patient safety. Dispersed around the world, our teams’ understanding of local cultures helps us more effectively identify adverse events, some of which may go unreported without such awareness.

Minimizing risk to patients is crucial as we work with sponsors to bring new products to the marketplace. Now more than ever, regulatory authorities emphasize the importance of a comprehensive safety infrastructure. It is imperative to develop a risk minimization strategy that covers the entire product life cycle. With ten centralized drug safety centers located throughout Europe, Asia, and the Americas, our global team of over 500 personnel works cross-functionally with other divisions and departments such as Real World Solutions and Therapeutic Expertise to help our clients effectively manage their drug safety information.

EDS is committed to ensuring the safety of the healthy people and patients who choose to volunteer in research trials conducted in our facilities—from the first scientific and medical reviews of proposed trials to our bespoke facilities that are designed specifically to provide the highest level of safety monitoring and emergency preparedness to ensure their protection. Our staff is trained and drilled on emergency situations regularly to ensure a safe environment for all.

Human Rights

Across the globe, human trafficking, forced and coerced labor, and child labor continue to be prevalent problems. We are committed to preventing these human rights abuses in our own operations and in our supply chain. PRA’s human trafficking prevention program supports the anti-slavery principles in the UN Universal Declaration of Human Rights, the UN Global Compact, the OECD Guidelines for Multinational Enterprises, and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

PRA has a policy that affirmatively prohibits forced or coerced labor, child labor, and human trafficking in its business and supply chain. This written prohibition is reflected in our Code of Conduct and further emphasized and explained in our International Human Rights Policy. PRA’s Sustainability Policy reiterates PRA’s commitment to human rights and our expectations of employees, contractors, and suppliers regarding how we promote respect in the workplace, protect human research subjects, and oppose any practices that violate the UN Universal Declaration of Human Rights. Finally, PRA’s vendor agreements used with clinical vendors and a strategic subset of corporate vendors requires compliance with PRA’s policies against human trafficking and obligates those vendors to sign an anti-trafficking compliance certification, which is reaffirmed on an annual basis.

Human trafficking training module

We have developed a targeted training module on human trafficking designed to promote awareness about modern slavery and human trafficking risks. The training must be completed by team members at the manager or above-level who are most likely to have visibility to potential risks in PRA’s supply chain as a result of their functional responsibilities.

PRA also has developed controls and procedures for managing human slavery and human trafficking risk within its supply chain, particularly within the clinical research segment. Our clinical vendors, for example, are required to complete a questionnaire which elicits information about the steps the vendor takes to comply with anti-slavery laws. In addition, the clinical vendors must sign a Master Vendor Agreement, containing obligations relating to anti-slavery requirements and giving PRA the right to terminate the contract with the vendor for any breach of requirements. Higher risk vendors also must sign an annual certification of compliance with PRA’s human trafficking prohibitions. Through these due diligence and contracting procedures, we have created a control framework for minimizing the risk that PRA will knowingly engage in a clinical vendor relationship with a supplier that may be involved in human rights violations.
Nurturing Our Human Connections

Our people are our biggest competitive differentiator. We believe health innovation is driven by an engaged, diverse, and supported team of people, and that anyone in our company can have a successful new idea. The key is to make sure every person’s voice is heard. We also know that an engaged, supported team also takes better care of our clients, patients, and communities, so we can continue to do our best work well into the future.
Employees

Our employees’ feedback has made it clear how strong our positive culture is in their professional lives. Our goal is to achieve greater consistency in hiring, work experience, and the development opportunities we provide them. We have taken important steps toward these objectives, and in 2019 we:

- Focused and improved upon gender equality across the organization.
- Expanded employee resource groups (ERGS) to improve minority, gender, and LGBTQ access.
- Built the strength of our Total Rewards function, which oversees global compensation and benefits.
- Established the talent management organization, which successfully launched LEAD training for frontline managers.

TALENT ACQUISITION HIGHLIGHTS

Over the past few years, we have worked hard to strengthen our employee focus by introducing a global talent management process. We always try to find the right talent, onboard them into our unique culture, and ensure they have what they need to succeed. We continue to have the energetic and enterprising culture of a much smaller company, despite having doubled the size of our workforce since 2014.

In 2018, we started posting all job openings internally, and in 2019, 22 percent of those positions were filled with internal candidates. This strategy provided those employees with career growth opportunities and helped us maintain our institutional knowledge. In 2019, we also saw 31 percent of our external hires come from current employee referrals, a record of 1,363 for referred hires. This figure illustrates the strength of engagement of our workforce. We know that if employees are proud to be at PRA, they will refer their colleagues. Lastly, we are proud that 7 percent of our external hires were former employees who left in good standing and ultimately decided to return to PRA, reinforcing our strong culture and focus on our employees.

TRAINING TALENT

To cultivate and retain the best talent, we built the PRA Academy, a collection of comprehensive training programs that focus on roles critical to our industry that are in short supply. PRA Academy programs have been developed for Clinical Research Associates, Clinical Team Managers, Project Managers, Statistical Programmers, and other roles within the Biometrics group. Each program aims to expand knowledge, sharpen skills, develop mastery, and prepare participants for their next role at PRA.

Every PRA Academy program provides a customized curriculum with a unique blend of courses which are thoughtfully curated to develop the technical, therapeutic, operational, and leadership skills of the individual. The curriculums contain a mixture of training modalities from short, bite-sized animations to web-based interactive presentations, including podcasts, instructor-led training, and mentorship and coaching. This blended approach aims to suit the participants’ differing needs and to deliver easily digestible training that is relevant, timely, and engaging.

A number of our programs have been developed to support different professional levels within one functional area. One example of this is our project delivery STRIDES program. STRIDES focuses on advancing leadership and management skills through three competency levels, beginning with junior level and progressing to senior level project management professionals. The PRA Academy also includes programs designed to expand participants’ knowledge of a specific therapeutic area, such as our Oncology University, or to develop knowledge of different types of trials, such as our Medical Device University. Both programs offer accomplished and experienced clinical research associates opportunities to expand their horizons.
Innovating training in the healthcare industry

Our CRA Bridge Program is an industry-leading and innovative training model. The candidates in this program understand the healthcare industry: they have worked as study coordinators, site managers, and nurses, to name a few positions. Through this program, we have proven that exposing professionals with scientific backgrounds to the correct information and tools can lead to amazing results, taking motivated health professionals into a Clinical Research Associate role. In the past five years, over 1,400 employees have completed the CRA Bridge program.

In October 2019, PRA launched a pilot of its Leadership Essentials and Development (LEAD) program for frontline managers. We try to find ways to connect with, and more deeply support, our early career managers, especially because retention is challenging. LEAD is a four-module program delivered via remote instructor-led training, designed to establish a clear and standard expectation of what is required of functional managers across PRA. The course was piloted to 89 managers globally and, as we fully deploy it, we are confident it will help keep our turnover below the industry norm. In fact, we are already planning to expand the program and offer additional classes in 2020.

ENGAGING EMPLOYEES

As a company, we understand how important it is to engage our people and strengthen our culture, from our leadership through to the front lines, and we are making significant progress in this area.

PRA’s Strategic Solutions Division (SSD) is an example of where engagement has been effective. SSD colleagues are embedded in our clients’ businesses, working with some of the smallest to the largest biopharma companies in the world, and in this model they can sometimes feel less connected to their PRA colleagues.

Yet, SSD Leadership ensures that employee communication, team building, and internal programs such as PRA Cares are priorities, solidifying a culture of OnePRA, one message, one voice. As a result, the trended employee retention for SSD continues to be industry-leading.

Another way we engaged our employees in 2019 was through the expansion into PRA-sponsored micro-community events. These micro-community engagements connected local employees from all divisions, whether office-based or home-based, and provided an opportunity to meet outside of work. These events allowed our team members—who might not typically know or work with each other—to socialize, and in most cases, provide support to a local community group. In 2019, PRA sponsored micro-community events in Boston, Massachusetts, Raleigh, North Carolina, and San Antonio, Texas.

Diversity, Equality, and Inclusion

One of our major goals is to increase diversity among our management and employees, placing special emphasis on closing equality gaps in the organization. We believe that an inclusive workplace—without differences on gender, sexual orientation, culture, religion, age, ethnicity, and disability—is hugely beneficial to both business and society. In 2019, our minority workforce grew four percent in the US.

Companies with greater diversity in the workplace have lower turnover rates and cultivate enthusiastic, engaged employees with a great sense of belonging. We are proud that approximately 73 percent of our global workforce are women and that PRA UK’s median average gender pay gap of 9.22 percent is significantly below the UK average Gender Pay Gap of 17.3 percent, though we still have work to do. In 2019, we also extended our Gender Pay Gap analysis to include Spain and Italy.
We continue to focus on meeting our diverse talent needs. In 2019, we:

- Grew the variety of employee resource groups that include minority, gender, and LGBTQ access—social and ethnic issues, social justice, and how we manage diversity, equality, and inclusion—all of which are key components for our employees, providing a safe platform to communicate, obtain, and share information.

- Tracked progress toward our corporate goal to increase the percentage of women at the VP-level and above to 40 percent within our company by the end of 2020, from a baseline of 31 percent in 2017.

- Leveraged new channels and organizations to seek out greater diversity in our employee candidate pools, as well as in our research patient populations.

- Provided different channels that can support various employee candidate pools, including veterans.

- Rolled out conscious and unconscious bias training globally, first piloted in 2018.

PRA is proud to celebrate many key and notable dates such as International Women’s Day, Pride, and Black History Month, for example, as well as embrace and celebrate diversity and inclusion each and every day in our offices around the world. We are working hard to ensure that our employees are always working in an environment in which they feel welcome and appreciated, and we remain committed to continuing to provide this inclusive environment that empowers all of our employees to realize their full potential.

Talking openly about bias

PRA’s conscious and unconscious bias training is designed to help leaders recognize and overcome their own implicit biases that may consciously or unconsciously play into their management, hiring, and promotion decisions. Ultimately, the training is meant to create a more inclusive work environment while removing barriers to advancement of employees based on gender, ethnicity, religion, sexual orientation, or any other personal attributes. The trainer-led program, delivered by the global Human Resources team, was completed by the majority of employees invited in 2019.
PRA Cares and Community Engagement

We are in the business of supporting the development of drugs that save and improve lives, but our passion to help others extends far beyond what we do during the workday. Each year, PRA employees from around the world support charitable endeavors in their own communities under the banner of our PRA Cares initiative.

We are proud that our employees associate PRA Cares as one of our strongest cultural pillars. In fact, 75 percent of the money spent on PRA Cares activities in 2019 originated with employees who approached us with their charitable ideas. Employees are not only engaged but are proactive and creative, often organizing these efforts themselves.

While we can see the contributions our employees make, measurement of our efforts has been challenging. We need both qualitative and quantitative measures to determine the results of our efforts. To address this challenge in 2019, we:

- Implemented guidelines to be more intentional about the partners and charities with whom we work.
- Increased our capacity to centrally track and measure individual and corporate contributions.
- Identified and communicated directly with ambassadors—a small group of employees who are most engaged in volunteerism—to help them coordinate their efforts.

To learn more about our global contributions, visit our PRA Cares web page.

Tracking employee giving through YourCause

In 2019, we had volunteer efforts in all regions where PRA employees are based. We also began the process of integrating a platform called YourCause into our giving efforts. YourCause is a hub that facilitates employee giving and measures impact in terms of both time and money donated. YourCause also helps with capabilities to streamline donation approvals, content generation, and philanthropic communications.

Client Relations

As we continue to position our business for a rapidly changing world, our goal remains to be a trusted partner to our clients. In our Strategic Solutions division (SSD), our ability to embed clinical professionals in client organizations continues to set PRA apart in the field of clinical research. Through long-term partnerships—many over a decade in length—we are able to form sustainable and deeply collaborative working arrangements with our clients.

Over the past 30 years, we have developed strong client relationships and have performed services for more than 300 biotechnology and pharmaceutical clients. The services provided by SSD have significantly expanded our relationships with large pharmaceutical companies in recent years, which has allowed us to pursue strategic alliances with these companies. Clients particularly appreciate our global presence, broad therapeutic expertise, flexible clinical development service, and health technology offerings.

We also know that our clients want to work with sustainable companies. In addition to reporting on our sustainability outcomes, we also look to find ways to partner with our clients on sustainability-related activities to better engage our colleagues and grow our environmental, social, and governance practices.
Patient-Centricity

Everything we do is in the best interest of our patients. We are human-centric at our core, and from that comes our patient-centricity.

Patient engagement is an active collaboration with patients to design, manage, and achieve positive outcomes. Clients appreciate that we want to be thorough, but also safe, and ensure we are compliant and not violating any patient’s confidentiality.

INCREASING ACCESS TO TRIALS

One of the key challenges of clinical research is that participation in a trial can have barriers to entry. Patients are often uninsured, underinsured, lacking paid time off, or located far from a study site—all of which could prohibit access to a clinical study. Clinical trials, however, are becoming more accessible via digital technologies.

One of our goals is to increase the diversity and accessibility of our trials to a broader number of patients, such as millennials, traditionally underrepresented populations, and rural communities. Our Mobile Health Platform, patient advocacy work, and virtual trials are all a part of these efforts.

Collaborating with the Center for Information and Study on Clinical Research Participation

PRA is collaborating with the non-profit Center for Information and Study on Clinical Research Participation (CISCRP) to prepare and deliver trial results summaries to study volunteers. These summaries, which communicate the results of clinical trials in a format that is easy to understand and accessible to patients and the public, aim to optimize the patient experience, as well as help to ensure transparency and reinforce trust and engagement between sponsors, researchers, clinical trial participants, patients, and the general public.
Looking Ahead: Nurturing Human Connections in 2020 and Beyond

We will:

- Broaden recruitment efforts in fields like data science and data architecture.
- Roll out our LEAD program globally, focusing on new, functional managers and career ladders, which enable employees to see a clearer path for their careers at PRA to better retain talent.
- Form a global Diversity, Equality, and Inclusion Committee, with representatives from around the world, that Human Resources and Communications will spearhead and facilitate, to create a strategic framework that is going to mobilize employees, capture their stories, and showcase the work already being done. We believe deeply in their work and want to make it more visible and effectively communicated with our employees. We are also considering a Diversity, Equality, and Inclusion working group—a broader group of employees—to help us execute our plans.
- Launch additional efforts to make clinical trials more patient-centric, accessible, cost effective, and efficient.
- Refresh and update our organizational values and core competencies for employees, managers and leaders to reflect the company’s mission and vision as well as our evolution as a healthcare intelligence partner.
- Reinvigorate the PRA Cares ambassador program to arm our ambassadors and rally other employees for initiatives and events.
- Celebrate International Women’s Day by sharing female leaders’ stories, why they got into clinical research, and why it is important for women to get into STEM.
- Expand the scope of our equality goals beyond gender equality to include UN Sustainable Development Goal #10: Reduced Inequalities.
Cultivating Environmental Stewardship

We manage our environmental footprint by managing our resources responsibly. As a global company that continues to grow, we look at each individual site and evaluate how best we can manage the environmental impacts associated with our business. While there is still more to do, we are proud of the steps our facilities are taking to reduce our environmental impact, including initiatives to increase energy efficiency and reduce waste, water, and greenhouse gas (GHG) emissions.
PRA’s environmental efforts across our regional operations in 2019 included:

**SPAIN**

Barcelona

**Lighting:** Installed LED lighting throughout the whole office, realizing up to 75% in energy savings, and installed automatic dimming LED lights, which adjust according to the time of day.

**Furniture:** Purchased furniture from vendors that offer sustainably sourced products with recyclable materials.

**Madrid**

**Lighting:** Installed LED lighting throughout the whole office, realizing up to 75% in energy savings, and installed automatic dimming LED lights, which adjust according to the time of day.

**UNITED KINGDOM**

**Reading**

**Furniture:** Break out furniture purchased second hand, opting for reuse rather than new purchase.

**Innovation:** Installed charging stations for electric vehicles.

**Swansea**

**Lighting:** Installed LED lighting, realizing up to 75% in energy savings.

**Furniture:** All new furniture purchased was 98% recyclable.

**Heating and Cooling:** The new Mitsubishi VRF system offers 27% annual energy savings.

**Electricity:** Overall yearly reduction of electricity of 30%, equating to approximately £16,500 per year savings.

**Existing Furniture and All Construction Materials:** Recycled 99% of any unwanted furniture through our sustainable partners who recycled over 50 tons of furniture last year.

**Efficiencies:** Switched from hand towels in the bathrooms to hand dryers, investment returned in 16 months with huge change to landfill of paper towels.

**Innovation:** Installed charging stations for electric vehicles.

**RUSSIA**

**Moscow**

**Heating and Cooling:** Upgrade of heating and cooling system that gave a 27% more efficient system after the install.

**CHINA**

**Dalian**

**Heating and Cooling:** Additional supplementary air conditioning system installed, offering an estimated 27% annual energy savings.

**JAPAN**

**Tokyo**

**Lighting:** Installed LED lighting throughout the whole office, realizing up to 75% in energy savings.

**Furniture:** Purchased furniture from vendors that offer sustainably sourced products with recyclable materials, and sourced materials locally, reducing PRA’s carbon footprint.

**Osaka**

**Lighting:** Installed LED lighting throughout the whole office, realizing up to 75% in energy savings.

**Furniture:** Purchased furniture from vendors that offer sustainably sourced products with recyclable materials, and sourced materials locally, reducing PRA’s carbon footprint.
NETHERLANDS

Assen

**Lighting:** Installed LED lighting throughout the whole office, realizing up to 75% in energy savings (except lab areas).

**Heating and Cooling:** New heating system is intelligently managed so offices shutdown after hours, but labs maintain correct temperatures 24/7.

**Innovation:** Installed charging stations for electric vehicles, and introduced waste separation, including no plastics to landfill, with local government initiatives.

ARGENTINA

Buenos Aires

**Lighting:** Installed LED lighting in the majority of the office, realizing energy savings.

**Furniture:** Purchased locally sourced furniture, reducing PRA’s carbon footprint.

UNITED STATES

Raleigh, NC

**Efficiencies:** All three offices maintained Energy Star Certificates, and one office maintained LEED Platinum certification.

**Lenexa, KS (new lab finished in 2019)**

**Efficiencies:** Installed low-flow water fixtures and ENERGY STAR® appliances throughout.

**Heating and Cooling:** Installed energy efficient equipment throughout, including high efficiency condensing hot water boilers (94% efficiency) and supply air temperature reset on HVAC.

**Indoor Air Quality:** Used low volatile organic compounds (VOC) finishes throughout.

**Lighting:** Installed LED throughout.

We conducted our fifth annual GHG inventory in 2019, which shows an increase in GHG emissions of 4.6 percent since 2018. The overall increase is mainly due to an increase in our business travel (scope 3) emissions. Our emissions from purchased fuel (scope 1) and electricity (scope 2) increased by 1.7 percent and decreased by 1.3 percent, respectively.

Even though our GHG emissions increased from 2018 to 2019, our emission intensities—with respect to full-time employees, revenue, and square footage—continued the downward trend three years running. One of our main focus areas for reducing impact is in managing emissions within our company car fleet. We have begun phasing out diesel vehicles within this fleet, in favor of more efficient hybrids, and we’re also reviewing opportunities to introduce fully electric vehicles.
In Shanghai, China, we will upgrade lighting to LED, enhance heating and cooling filtration and purification systems, and introduce waste separation and recycling with no plastics to landfill.

In Groningen, Netherlands, we will add a new fit-out with our landlord that is an energy efficient improvement.

In Livingston, Scotland, we will upgrade lighting to LED, purchase new furniture that is 98 percent recyclable, and upgrade the heating and cooling system to a more efficient one.

In the Netherlands, we will upgrade our car fleet to all electric vehicles as a pilot program for PRA, and implement another pilot program to reduce printing paper, to eventually roll out across EAPA and then NALA regions.

In Lenexa, Kansas, USA, we will fit-out our office updates with furniture that is sustainably sourced with recyclable materials.
Goals and Data
### Progress on Sustainability Goals

Our corporate sustainability goals, established in 2017, are directly aligned with three of the UN Sustainable Development Goals (SDGs):

- **SDG 3: Good Health and Well-being**
- **SDG 5: Gender Equality**
- **SDG 9: Industry, Innovation, and Infrastructure**

We have made steady progress toward achieving our goals, which we expect to complete by the end of 2020. Looking ahead, we will be reevaluating the SDGs on which we plan to focus and establishing a new set of global goals for 2021 and beyond. For example, with the support of our consultants, FrameworkESG, PRA’s Sustainability Committee, and the executive team, we plan to expand the scope of our equality goals beyond gender equality to include SDG 10: Reduced Inequalities.

In 2019, we set the groundwork for continued expansion of the SDGs in sub-Saharan Africa, especially infectious diseases work. For geographic expansion, that will be a focus for us, primarily around HIV, but also for infectious diseases.

The following table provides an overview of PRA’s sustainability goals and progress to date.

<table>
<thead>
<tr>
<th>SDG</th>
<th>GOAL</th>
<th>2019 PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Increase PRA’s low-cost and no-cost support of nonprofit organizations researching neglected tropical diseases by doubling our participation in NIH and other federal grant RFPs.</td>
<td>In 2019, there were limited opportunities to respond to federal grants and contracts in neglected tropical diseases. However, PRA provided support to four NIH grants for small biotech and NGO clients and provided early development services lab support to USAID-funded research into global HIV prevention products. We are also in the final stages of writing a Clinical Study Report for a DoD-funded phase II clinical trial on a viral disease spread by mosquitoes.</td>
</tr>
<tr>
<td>5</td>
<td>Improve HIV research infrastructure in Africa by investing in five new clinical study sites.</td>
<td>PRA partnered with a regional CRO to support clinical trials in 11 African countries, and we expanded our Strategic Solutions embedded staff to serve clients in 12 African countries. PRA also expanded its presence in Africa by working with groups such as The Geneva Foundation to establish stronger relationships with the US Military Hospital in Nairobi to support running clinical trials across Kenya in appropriate clinical indications.</td>
</tr>
<tr>
<td>9</td>
<td>Engage with government health authorities of the developing countries in which we operate to provide nonproprietary health risk data, tools, and analytical models supporting those countries’ disease preparedness.</td>
<td>PRA hired a VP of Digital Health to focus on ex-US data assets that are a critical component to engage in disease prediction and establish relationships with UN agencies and government health authorities to understand their needs and aid in the creation of predictive algorithms and products. PRA enhanced investments in our mobile health technology, which can be leveraged to help manage disease outbreaks.</td>
</tr>
<tr>
<td>3</td>
<td>Increase female representation in PRA’s senior leadership positions (VP-level and above) to 40% by the end of 2020.</td>
<td>PRA’s focus during 2019 was on raising awareness, information, and education so we can influence behavior changes at a timely and firm pace. PRA rolled out unconscious and conscious bias training globally, in which the majority of PRA employees participated. PRA also launched new cohorts for the 30% Club and extended its Gender Pay Gap analysis beyond the UK, including Spain and Italy. We continue to increase female representation.</td>
</tr>
<tr>
<td>9</td>
<td>Scale up efforts to develop scientific research and development experts in PRA’s workforce and talent pipeline.</td>
<td>PRA developed seven new training initiatives for employees covering new, exciting topics (e.g., Immuno-Oncology, Pediatric clinical trials, Medical Device training). LEAD, a leadership development program, was piloted with 89 managers globally and has contributed to lower turnover. PRA also promoted the PRA Academy to help over 500 participants complete training courses by the end of 2019 and created the new role of medical science liaison, which brings field-facing scientific experts into PRA’s talent pipeline.</td>
</tr>
</tbody>
</table>
### Workforce

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Employees</th>
<th>Employee Turnover</th>
<th>Total Contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>11,470</td>
<td>20.6%</td>
<td>300</td>
</tr>
<tr>
<td>2016</td>
<td>12,727</td>
<td>17.7%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>14,647</td>
<td>13.9%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15,565</td>
<td>18.3%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>16,621</td>
<td>16.0%</td>
<td></td>
</tr>
</tbody>
</table>

#### Workforce by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>3,016</td>
<td>3,408</td>
<td>4,043</td>
<td>4,171</td>
<td>4,369</td>
</tr>
<tr>
<td>Female</td>
<td>8,432</td>
<td>9,319</td>
<td>10,604</td>
<td>11,394</td>
<td>12,252</td>
</tr>
<tr>
<td>Not Disclosed</td>
<td>22</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Workforce by Geography

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>5,670</td>
<td>6,302</td>
<td>7,118</td>
<td>7,227</td>
<td>7,480</td>
</tr>
<tr>
<td>South America</td>
<td>802</td>
<td>860</td>
<td>997</td>
<td>1,091</td>
<td>1,130</td>
</tr>
<tr>
<td>Europe</td>
<td>3,957</td>
<td>4,465</td>
<td>5,098</td>
<td>5,579</td>
<td>6,010</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>1,001</td>
<td>1,058</td>
<td>1,372</td>
<td>1,610</td>
<td>1,941</td>
</tr>
<tr>
<td>Africa</td>
<td>40</td>
<td>42</td>
<td>62</td>
<td>58</td>
<td>60</td>
</tr>
</tbody>
</table>

#### Workforce by Ethnicity (US only)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>3,033</td>
<td>3,403</td>
<td>4,812</td>
<td>4,728</td>
<td>4,728</td>
</tr>
<tr>
<td>Black</td>
<td>607</td>
<td>614</td>
<td>714</td>
<td>691</td>
<td>695</td>
</tr>
<tr>
<td>Asian</td>
<td>384</td>
<td>525</td>
<td>695</td>
<td>690</td>
<td>702</td>
</tr>
<tr>
<td>Hispanic</td>
<td>209</td>
<td>233</td>
<td>260</td>
<td>259</td>
<td>285</td>
</tr>
<tr>
<td>Native American</td>
<td>82</td>
<td>107</td>
<td>141</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>82</td>
<td>12</td>
<td>14</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

#### Workforce by Education (US only)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>bachelor</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>master</td>
<td>65%</td>
<td>65%</td>
<td>63%</td>
<td>62%</td>
<td>64%</td>
</tr>
<tr>
<td>PhD</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>other</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Other Workforce Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Course Completions</th>
<th>Total Learning Hours</th>
<th>New Roles Filled with Internal Candidates</th>
<th>New Roles Filled through Talent Ambassador Program (TAP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>540,907</td>
<td>247,114</td>
<td>16%</td>
<td>31%</td>
</tr>
<tr>
<td>2016</td>
<td>507,905</td>
<td>278,439</td>
<td>18%</td>
<td>31%</td>
</tr>
<tr>
<td>2017</td>
<td>498,407</td>
<td>280,313</td>
<td>19%</td>
<td>31%</td>
</tr>
<tr>
<td>2018</td>
<td>497,905</td>
<td>278,439</td>
<td>17%</td>
<td>31%</td>
</tr>
<tr>
<td>2019</td>
<td>457,905</td>
<td>264,063</td>
<td>19%</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Environmental

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity Consumption (MWh)</td>
<td>17,596</td>
<td>21,012</td>
<td>20,912</td>
<td>19,828</td>
<td>19,367</td>
</tr>
<tr>
<td>Scope 1 (metric tons CO2e) - Fuel</td>
<td>794</td>
<td>412</td>
<td>425</td>
<td>401</td>
<td>485</td>
</tr>
<tr>
<td>Scope 2 (metric tons CO2e) - Electricity</td>
<td>7,903</td>
<td>9,118</td>
<td>9,178</td>
<td>8,630</td>
<td>8,456</td>
</tr>
<tr>
<td>Scope 3 (metric tons CO2e) - Business travel</td>
<td>17,046</td>
<td>22,898</td>
<td>20,038</td>
<td>20,881</td>
<td>22,355</td>
</tr>
<tr>
<td>Total GHG emissions (metric tons CO2e)</td>
<td>25,743</td>
<td>32,428</td>
<td>29,641</td>
<td>29,912</td>
<td>31,296</td>
</tr>
<tr>
<td>Emissions intensity (MT CO2e per million in revenue)</td>
<td>15.95</td>
<td>17.90</td>
<td>13.12</td>
<td>10.42</td>
<td>10.21</td>
</tr>
<tr>
<td>Emissions intensity (MT CO2e per full-time employee)</td>
<td>2.24</td>
<td>2.55</td>
<td>2.88</td>
<td>1.82</td>
<td>1.79</td>
</tr>
</tbody>
</table>

### Board of Directors

<table>
<thead>
<tr>
<th>Year</th>
<th>Size of the Board of Directors</th>
<th>Number of Independent Directors</th>
<th>Independent Directors</th>
<th>Number of Women on Board</th>
<th>Women on Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7</td>
<td>3</td>
<td>60%</td>
<td>1</td>
<td>17%</td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>6</td>
<td>78%</td>
<td>1</td>
<td>13%</td>
</tr>
<tr>
<td>2017</td>
<td>7</td>
<td>7</td>
<td>86%</td>
<td>2</td>
<td>14%</td>
</tr>
<tr>
<td>2018</td>
<td>8</td>
<td>6</td>
<td>81%</td>
<td>1</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Company Executives</th>
<th>Number of Female Executives</th>
<th>Female Executives</th>
<th>Female VP-level and above</th>
<th>Female Managers</th>
<th>Minorities in Management (US only - VP-level and above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2</td>
<td>1</td>
<td>9%</td>
<td>31%</td>
<td>64%</td>
<td>4%</td>
</tr>
<tr>
<td>2016</td>
<td>2</td>
<td>1</td>
<td>9%</td>
<td>31%</td>
<td>64%</td>
<td>4%</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>1</td>
<td>9%</td>
<td>31%</td>
<td>64%</td>
<td>4%</td>
</tr>
<tr>
<td>2018</td>
<td>2</td>
<td>1</td>
<td>9%</td>
<td>31%</td>
<td>64%</td>
<td>4%</td>
</tr>
<tr>
<td>2019</td>
<td>2</td>
<td>1</td>
<td>9%</td>
<td>31%</td>
<td>64%</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Footnotes

1. Transfer to Client excluded. "Transfer to Client" refers to an instance in which a PRA resource, a person who is embed- ded with a client, is hired by that client. This is considered a positive impact on our client relationship, and despite being a form of employee turnover, we do not see Transfer to Client as a negative form of turnover.

2. Figures include current rating-eligible employees (less Symphony) hired prior to 10/01/2018.

3. Figures for 2016 were recalculated due to the implementation of a new Learning Management System (LMS), allowing PRA to reclassify which training records are counted as learning hours.

4. PRA uses The GHG Protocol Corporate Accounting and Reporting Standard to calculate our GHG emissions inventory. In 2017 we began using operational control as our organizational boundary for emissions calculations.
## GRI 102: General Disclosures 2016*

### Organizational Profile

<table>
<thead>
<tr>
<th>DISCLOSURE</th>
<th>DESCRIPTION</th>
<th>2019 CROSS-REFERENCE OR ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-1</td>
<td>Name of the organization</td>
<td>PRA Health Sciences, Inc.</td>
</tr>
<tr>
<td>102-2</td>
<td>Activities, brands, products, and services</td>
<td>About PRA Health Sciences, p. 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2019 10-K, pp. 2-12</td>
</tr>
<tr>
<td>102-3</td>
<td>Location of headquarters</td>
<td>Raleigh, North Carolina</td>
</tr>
<tr>
<td>102-4</td>
<td>Location of operations</td>
<td>About PRA Health Sciences, p. 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2019 10-K, pp. 2-12</td>
</tr>
<tr>
<td>102-5</td>
<td>Ownership and legal form</td>
<td>2019 10-K, p. 1</td>
</tr>
<tr>
<td>102-6</td>
<td>Markets served</td>
<td>About PRA Health Sciences, p. 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2019 10-K, pp. 2-12</td>
</tr>
<tr>
<td>102-7</td>
<td>Scale of the organization</td>
<td>About PRA Health Sciences, p. 1</td>
</tr>
<tr>
<td></td>
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### External initiatives

- United Nations Sustainable Development Goals
- United Nations Universal Declaration of Human Rights
- United Nations Global Compact
- The 30% Club
- Adecco Foundation in Spain
- ILO - International Labor Organization's Declaration on Fundamental Principles and Rights at Work
- CDP - Carbon Disclosure Project
- EcoVadis
- IOH - International Conference on Harmonization of Technical Requirements for Registration of Pharmaceuticals for Human Use
- OECD – Organization for Economic Cooperation and Development
- ARMA - Association of Records Managers and Administrators

### Membership of associations

As thought leaders in the pharmaceutical research space, PRA maintains visibility in the drug development community through our involvement with many global organizations, some of which are listed here:

- ABRACRO (Association of Brazilian CROs)
- ACRO (Association of Clinical Research Organizations)
- ACRON (Associatie van Contract Research Organisaties in Nederland)
- Align Clinical CRO
- MCC (Metrics Champion Consortium)
- ENCoPP (European Network of Centres for Pharmacoepidemiology and Pharmacovigilance)
### Organizational Profile

- Asia Training Consortium
- Medicon Valley Alliance (MVA)
- SwedenBio
- BiCRO
- ACROn
- MaxBio
- NC Biotech
- Clinical Data Interchange Standards Consortium (CDISC)
- EcoVida
- Pharma Times
- Hungarian Clinical Research Society
- Russian Association of CROs
- Association of Pharmaceutical Companies’ Representatives in Georgia
- European Business Association (Ukraine)
- Commercial Clinical Operations Group (UK)
- Committee for National Coordination of Clinical Studies
- Spanish Association of CROs (AECIC)
- International Society for Pharmaceutical Engineering (ISPE)
- International Society for Pharmacoeconomics and Outcomes Research (ISPOR)
- Pharmacovigilance Risk Assessment Committee (PRAC)
- American Telemedicine Association (ATA)
- PRA KK and A2Healthcare are members of JCROA, Japan CRO Association

### Ethics and Integrity

- **102-16** Values, principles, standards, and norms of behavior  
  PRA Health Sciences Code of Conduct

### Governance

- **102-18** Governance structure  
  PRA Health Sciences 2020 Proxy Statement

### Stakeholder Engagement

- **102-40** List of stakeholder groups
- **102-41** Collective bargaining agreements  
  2019 10-K, p. 16
- **102-42** Identifying and selecting stakeholders

At PRA Health Sciences, we are committed to meaningfully integrating sustainability considerations into our business practices and culture. Our key stakeholders are entities or individuals who are involved in our work, can be directly affected by our work and/or whose actions can directly affect our work. We engage with them in numerous ways on a variety of topics throughout the year. Their input, when combined with periodic priority issue assessments, helps to shape, advance, and implement our sustainability strategy.

Some of the ways we engage with our key stakeholders:

- We create a purposeful working environment by providing regular company-wide communications that help our culture strategies, and goals, and drive talent development and retention.
- We gauge employee engagement and gather feedback through connections on internal company-wide sites and social media sites.
- We engage our prospective employees through social media campaigns, our Careers portal, career fairs, and our Corporate Responsibility section of our homepage.
- We engage our prospective employees through social media campaigns, our Careers portal, career fairs, and our Corporate Responsibility section of our homepage.
- We manage our customer satisfaction through periodic surveys, and respond to customer ESG surveys and inquiries.
- We engage with our patients through many channels including working with patient advocacy groups, utilizing our Mobile Health Platform, as well as working with our clients, partners, and investigators to develop patient education and engagement tools.
102-43  Approach to stakeholder engagement (continued)

- We engage partners to improve our sustainability practices, to increase employee well-being, and to hold ourselves and our suppliers to high ethical standards.
- We engage the communities in which we live and work through employee-led activities and events supported by PRA Cares.

102-44  Key topics and concerns raised

Confirming Priorities: 2019 Materiality Analysis, p. 4

Reporting Practice

102-45  Entities included in the consolidated financial statements

2019 10-K, Exhibit 21

102-46  Defining report content and topic boundaries

Confirming Priorities: 2019 Materiality Analysis, p. 4

102-47  List of material topics

Confirming Priorities: 2019 Materiality Analysis, p. 4

102-48  Revisions of information

Electricity consumption data for 2018 and 2017 has been restated due to newly available facility data. Consequently, Scope 2 emissions, total GHG emissions, and emissions intensities have also been restated for those years.

102-49  Changes in reporting

This is PRA Health Sciences’ first time reporting to the GRI Sustainability Reporting Standards.

102-50  Reporting period

2019 Fiscal Year (January 1, 2019 - December 31, 2019)

102-51  Date of most recent report

2018 Sustainability Report

102-52  Reporting cycle

Annual

102-53  Contact point for questions regarding the report

prahssustainability@prahs.com

102-54  Claims of reporting in accordance with the GRI Standards

This report references the GRI Standards.

102-55  GRI content index

GRI Content Index, p. 27

GRI 200-400: Topic-Specific Disclosures 2016*

Social

GRI 404: Training and Education 2016

404-2: Description of programs for upgrading employee skills and transition assistance programs

In 2019, PRA continued to run the PRA Academy, which serves as an umbrella for various training programs which include but it is not limited to the CRA Bridge Program, Specialty Bridge, Oncology University, and the CRA Internship Program. Additionally in 2019, a number of project teams were created across PRA to develop new training programs. Two of these employee development programs include PD STRIDES, which focuses on Project Managers in Product Delivery and Leadership Essentials And Development (LEAD), which is a comprehensive training program for all PRA Functional Managers. Both of these programs will launch in Q2 2020. Currently, no transition assistance programs are in place.

404-3: Percentage of employees receiving regular performance and career development reviews

99%

GRI 416: Customer Health and Safety 2016

416-1: Percentage of significant product and service categories for which health and safety impacts are assessed for improvement

PRA conforms to any changes in legislation and reviews these in terms of its business operations. PRA’s EH&S Committee works in lockstep with each business function to ensure compliance and oversee improvements or changes necessitated by accidents or ‘near misses’, should they occur. A culture of ‘continuous improvement’ exists across PRA. From a clinical trial perspective, all studies are monitored in some way for safety purposes.

Clinical Trial Safety, p. 12

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Clinical Trial Safety, p. 12

GRI 418: Customer Privacy 2016

418-1: Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data

There have been no complaints from outside parties or regulatory bodies regarding breaches of customer privacy.
About This Report

Unless otherwise noted, the information in this report pertains to PRA Health Sciences’ fiscal year which ended on December 31, 2019.

This report references the Global Reporting Initiative (GRI) Standards. The GRI Standards provide a globally recognized framework for companies to measure and communicate their economic, environmental, social, and governance performance. By aligning our disclosures with the GRI Standards, we communicate in a common language with companies and organizations around the world.

We welcome feedback, questions, and suggestions about this report and our sustainability efforts. Please email us at prahssustainability@prahs.com.

Legal Disclosures

Information provided in this report may include forward-looking statements about PRA Health Sciences that involve a number of risks and uncertainties. Generally speaking, any statements using terms such as “will,” “expect,” “anticipate,” or “may,” or which otherwise predict or address future results or events, are likely to contain forward-looking statements. Although we attempt to be accurate in making these forward-looking statements, it is important to note that actual results may differ materially from what is indicated in any forward-looking statement. Readers should consider any forward-looking statements in light of factors that could cause actual results to vary. We assume no obligation and expressly disclaim any duty to update these forward-looking statements in the future, except as required by applicable law.