



2017 SUSTAINABILITY FACT SHEET

At PRA Health Sciences, we are committed to meaningfully integrating sustainability considerations into our business practices and culture. As a framework, sustainability helps us engage meaningfully with stakeholders, empower our team members to improve the lives of people around the world, reduce our environmental impact and evolve our business model through innovation. Since the formation of our corporate sustainability practice in 2015, PRA has made important progress in this area. This includes completing a materiality analysis, establishing goals and metrics, developing an annual reporting process, aligning our objectives with international frameworks, and engaging employees, clients, investors and other key stakeholders on sustainability topics. This fact sheet outlines key sustainability highlights and data from our efforts in 2017.

PERFORMANCE SNAPSHOT

All data as of October 1, 2018

MSCI Rating

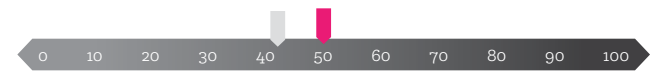


CDP 2018 Climate Score



Average CDP Supply Chain score: D

EcoVadis Score



Average EcoVadis score: 41

ISS E&S QualityScore

Environment:



Average Environment score: 5

Social:



Average Social score: 5

PRA Score

Average Score

Better Scores →



SUSTAINABLE DEVELOPMENT GOALS

Introduced by the United Nations in 2015, the Sustainable Development Goals (SDGs) are a set of 17 goals designed to end extreme poverty, fight inequality and injustice, and address climate change. To support the SDGs, PRA has developed our own sustainability goals to align with selected SDGs in the framework. PRA's 2020 goals serve as a blueprint for our operational sustainability efforts, as well as some of our key employee engagement and philanthropic activities.

JOINING IMPACT2030

To better align our employee volunteering efforts with our SDG commitments, PRA joined forces with IMPACT2030 in 2017 as a Collaborating Partner. The initiative is a coalition of private sector partners that focus on leveraging employee volunteer programs to contribute to the achievement of the SDGs.

PRA'S 2020 GOALS (2017 BASELINE)	SUSTAINABLE DEVELOPMENT GOALS
<ol style="list-style-type: none"> 1. 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 RFAs 2. Improve HIV research infrastructure in Africa by investing in five new clinical study sites 3. Engage with government health authorities of developing countries in which we operate to provide nonproprietary health risk data, tools, and analytical models supporting those countries' disease preparedness. 	<div data-bbox="1409 479 1591 662" data-label="Image"></div> <p data-bbox="1619 548 1944 602">Ensure healthy lives and promote well-being for all at all ages</p>
<ol style="list-style-type: none"> 4. Increase female representation in PRA's senior leadership positions (VP-level and above) to 40% by the end of 2020 	<div data-bbox="1409 906 1591 1089" data-label="Image"></div> <p data-bbox="1619 971 1913 1024">Achieve gender equality and empower all women and girls</p>
<ol style="list-style-type: none"> 5. Scale up efforts to develop scientific research and development experts in PRA's workforce and talent pipeline 	<div data-bbox="1409 1174 1591 1357" data-label="Image"></div> <p data-bbox="1619 1222 1986 1304">Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>



HUMAN CONNECTION

ATTRACTING AND RETAINING TALENT

To attract and retain engaged employees and support our growing business, PRA is committed to developing and promoting our talent and leveraging employee networks to find new, well-qualified candidates.

Some highlights from 2017 include:

- Hired 4,705 new employees, of which 24 percent came through our Talent Ambassador Program (TAP) – PRA's referral program that encourages employees to tap into their personal networks to refer candidates to fill open positions
- Transitioned nearly 400 internal professionals into clinical research associates (CRAs) or therapeutically-aligned specialists roles through completion of our CRA Academy and/or Oncology University programs
- Recruited over 125 high-potential new college graduates into our accelerated training programs for entry-level roles
- Promoted 2,050 existing employees to more senior positions within the company
- Achieved year-over-year reductions in employee turnover for the third consecutive year, with attrition dropping to 13.9% from 17.7% (excluding client transfers)

PROMOTING GENDER EQUALITY

In 2017, women represented 63% of PRA employees at the manager level and above, and occupied 31% of PRA's senior leadership positions at the VP level and above. By the end of 2020, PRA's goal is to increase female representation in senior leadership positions to at least 40%, globally. Our longer-term objective is to achieve gender parity at the senior leadership level.

Highlights from PRA's gender equality initiatives in 2017:

- Completed a gender pay gap assessment in the UK. PRA's mean gender pay gap of 9.5% is about half that of the UK's national average of 18.1%. Learn more in our [UK Gender Pay Gap Report](#).
- Established a Gender Equality Working Group to review gender pay gap information and provide a sounding board to discuss potential solutions.

ENGAGING EMPLOYEES IN SUSTAINABILITY

In 2017, PRA surveyed our employees to collect their feedback on the company's most recent sustainability report, goals, and charitable initiatives. Here are a few highlights from the 1,000 plus employees who completed the survey. :

- 51 percent reported having read PRA's Sustainability Report
- 67 percent ranked SDG 3—Ensuring Good Health and Wellbeing—as PRA's most important sustainability issue area
- 86 percent were unfamiliar with the SDGs before reading PRA's sustainability report

"I'm impressed with the level of transparency PRA is showing with its employees on our SDG goals. It makes me proud to be an employee."

– PRA employee comment from survey



PRA CARES

PRA supports a variety of charitable efforts and employee volunteering activities through the PRA Cares initiative. Some highlights from 2017 included:

- Sponsoring the Susan G. Komen Race for the Cure and the Finding Solutions Through Science, Scholars and Survivors Luncheon to help end breast cancer
- Packing care kits and raising money for the American Red Cross to help victims of hurricanes and earthquakes in the US and Mexico
- Donating pediatric activity kits to UCSF Benioff Children's Hospital in San Francisco and Egleston Children's Hospital in Atlanta
- Raising \$25K for the Alzheimer's Association resulting from the 100-plus employees from 15 countries that participated in the PRA Cares Vienna to Prague cycling event
- Sponsoring the Heart Ball to benefit the American Heart Association

In 2017, PRA also took steps to expand employee volunteering opportunities throughout our global operations and better align PRA Cares efforts with the Sustainable Development Goals (SDGs).



SUPPORTING PATIENTS AND BUILDING COMMUNITY

In August 2017, PRA launched **Stronger Together**, a social media community on Facebook and Instagram to provide a forum for people living with or impacted by Non-Hodgkin's Lymphoma (NHL). The platform helps people actively participate in combating the condition, become better informed, and find support through connections with others. By the end of 2017, the community had more than 10,000 members.

SUSTAINABILITY GOVERNANCE HIGHLIGHT: DATA PRIVACY AND PROTECTION

In 2017, PRA formalized a new Data Privacy Office and Chief Privacy Officer role to enhance data security across the organization. Highlights from their efforts include:

- Launched a "Privacy Impact Assessment" process to integrate data privacy and cybersecurity into new practices, systems and applications at the beginning of their development—a process known as "Privacy by Design"
- Conducted an enterprise wide e-mail phishing campaign and breach exercise to identify opportunities to enhance security
- Conducted trainings on cybersecurity, privacy policies, and the EU's General Data Protection Regulation (GDPR)



ENVIRONMENTAL STEWARDSHIP

PRA Health Sciences is committed to limiting our environmental footprint and reducing our greenhouse gas (GHG) emissions. With the continued growth of our company, business travel and energy consumption from our facilities accounted for the majority of our environmental impacts in 2017.

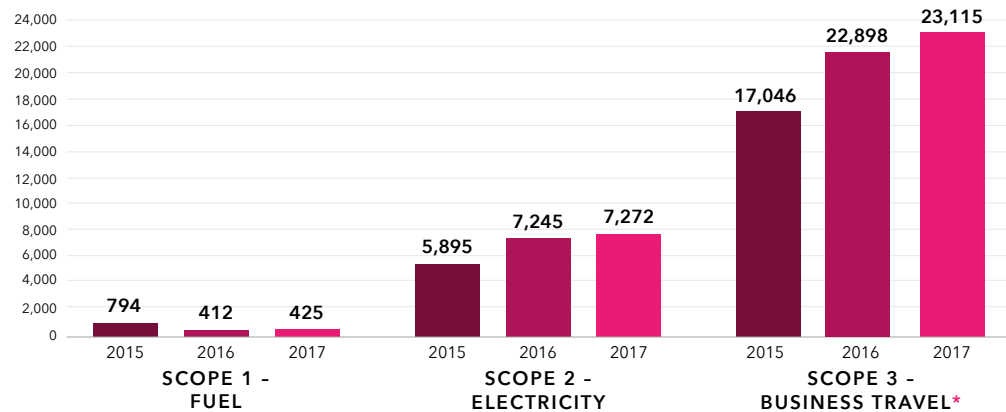
Highlights in 2017:

- Developed a new car travel policy in Europe to limit CO₂ emissions to less than 130 g/km for all new company cars
- Installed LED lighting and light timers across eight new offices in the United States and LED upgrades in two offices in the UK
- Moved into a BREEAM certified building in the Czech Republic
- Reduced the square footage of lease spaces in Beijing, Mumbai and South Korea, lowering overall emissions from energy use
- Installed Video Conferencing Centers in 10 of our major offices to enhance internal and client-facing meetings and reduce the need for business travel

REDUCING GHGs THROUGH SMARTER BUSINESS TRAVEL

In 2017, PRA expanded our use of adaptive monitoring—PRA’s risk based analysis that determines whether clinical research associates should visit trial sites in person. Launched by PRA in 2016, the adaptive monitoring process reduces total business travel (the largest source of our GHG emissions) by approximately 37% over the life of a given study.

GHG EMISSIONS BY SCOPE (METRIC TONS CO₂E)



*Includes air, rail and car travel. Scope 3 emissions include CO₂ only.

As PRA grows, we are improving our efficiency through processes like adaptive monitoring that reduce GHG emissions associated with business travel.

Although PRA’s total emissions went up by 0.84% in 2017, our emission intensities (per revenue and FTE employees) decreased by 19% compared with the year prior.



DATA TABLE

WORKFORCE	2015	2016	2017
Total Employees	11,470	12,727	14,647
Employee Turnover*	20.6%	17.7%	13.9%
Total Contractors	300	257	579

WORKFORCE BY GENDER	2015	2016	2017
Male	3,016	3,408	4043
Female	8,432	9,319	10604
Not disclosed	22	0	0

WORKFORCE BY GEOGRAPHY	2015	2016	2017
North America	5,670	6,302	7118
Latin America	802	860	997
Europe	3,957	4,465	5098
Asia Pacific	1,001	1,058	1372
Africa	40	42	62

WORKFORCE BY ETHNICITY (U.S. ONLY)	2015	2016	2017
White	3,708	4,303	4812
Black	607	714	732
Asian	384	525	695
Hispanic	209	233	260
Native American	24	12	14
Other	82	107	141
% Minorities in workforce	26%	27.0%	28%

Footnotes:

* Transfer to Client excluded. "Transfer to Client" refers to an instance in which a PRA resource, who is embedded 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.

** Figures for 2015 and 2016 were recalculated due to the implementation of a new Learning Management System (LMS) in 2016, allowing PRA to reclassify which training records are counted as learning hours.

*** 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, resulting in a recategorization and restatement of data reported for 2015 and 2016.

OTHER WORKFORCE DATA	2015	2016	2017
% of employees receiving performance reviews	60.0%	83.5%	86.7%
Total course completions**	417,595	654,905	849,407
Total learning hours**	247,114	378,133	399,245
Learning hours per CRA**	61	70	53
Ethics cases recorded in PRA's EthicsPoint system	23	25	26
Substantiated ethics violations	0	0	0
% Employees unionized (U.S. only)	0%	0%	0%

MANAGEMENT	2015	2016	2017
Number of Company Executives (EVP-level and above)	11	11	12
Number of Female Executives	2	2	2
% Female Executives	18%	18%	17%
% Females VP-level and above	25%	32%	31%
% Female Managers	64%	65%	63%
% Minorities VP-level and above (U.S. only)	3.03%	2.90%	3.0%

BOARD OF DIRECTORS	2015	2016	2017
Size of the Board of Directors	7	7	8
Number of Independent Directors	3	3	7
% Independent Directors	42.86%	42.86%	87.5%
Number of Women on Board	1	1	1
% Women on Board	14.29%	14.29%	12.5%

ENVIRONMENTAL***	2015	2016	2017
Electricity Consumption (MWh)	14,614	18,295	19,597
Scope 1 (metric tons CO ₂ e) – Fuel	794	412	425
Scope 2 (metric tons CO ₂ e) – Electricity	5,895	7,497	7,662
Scope 3 (metric tons CO ₂ e) - Business travel	17,046	22,898	23,115
Total emissions (metric tons CO ₂ e)	23,735	30,807	31,202
Emissions intensity (MT CO ₂ e per million in revenue)	14.71	17.00	13.81
Emissions intensity (MT CO ₂ e per full-time employee)	2.07	2.42	1.98