At PRA Health Sciences, providing innovative solutions for our clients is what we do. As a leading global contract research organization (CRO), we provide outsourced clinical development services to the biotechnology and pharmaceutical industries. In partnership with our clients, we strive to move drug discovery forward to help develop life-saving and life-improving drugs.

Dedicated to improving the drug development process, PRA partners with leading biotechnology and pharmaceutical companies, including all of the top 20 largest pharmaceutical companies. With global reach and expertise across all major therapeutic areas, we customize our services to fit each client’s unique needs, capabilities, processes, and systems.

Since 2000, PRA has performed approximately 3,300 clinical trials worldwide and has worked on more than 100 marketed drugs. PRA has participated in trials that led to U.S. Food and Drug Administration or international regulatory approval of more than 60 drugs.

PRA has approximately 12,000 employees on 6 continents and is headquartered in Raleigh, North Carolina.
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MESSAGE FROM THE CEO

To the PRA community:

Without hesitation I can say that 2014 and 2015 have been pivotal years for our company. Through the integration of three major acquisitions, an initial public offering, and a complete brand redesign, we have entered a new and exciting chapter in the story of PRA. Guiding our efforts through it all has been the overarching objective to position ourselves as leaders and innovators in the world of clinical development.

Simply put, our industry is changing. Decades-old clinical research models are being disrupted as trials become increasingly complex—and PRA is prepared. In the second quarter of 2015, we launched our Predictivv™ software platform, which will provide an end-to-end solution for the design, execution, and optimization of clinical studies. Predictivv™ brings all the players and moving parts of a study into a single portal, giving our clients unprecedented visibility into, and control of, their PRA-supported clinical trials.

Internally, we have been equally ambitious in our efforts to drive positive and fundamental change. We are thrilled to have finalized the integration of RPS, ClinStar, and CRI-Lifetree into our business—a feat that has increased PRA’s geographic reach and dramatically expanded our capabilities. We are also proud to be making strides in the attraction and retention of top industry talent. Our newly designed PRA Employee Experience has helped us break with convention in our recruiting and onboarding processes and more meaningfully engage with new employees from our very first point of contact.

As a growing and increasingly complex organization, we recognize the need to anticipate and proactively address emerging issues facing our company; to nurture new and existing relationships; and to maintain our high standards of performance and accountability. For these reasons, we feel it is necessary to apprise PRA’s many stakeholders of the measures we’re taking to assess and ensure the long term sustainability of our business. This inaugural sustainability report aims to do just that.

The following pages detail PRA’s approach to corporate sustainability as well as the specific efforts we’re taking to seize strategic opportunities and mitigate risks on the horizon. We welcome your feedback and inquiries as our sustainability efforts continue to develop, and we thank you for taking part in our journey.

COLIN SHANNON
Chairman, President and Chief Executive Officer
PRA’S APPROACH TO SUSTAINABILITY

In 2015 PRA launched a strategic initiative focused on defining and more proactively managing the issues that either support, or threaten the sustainability of our business. The initiative began with an evaluation of PRA’s most fundamental value drivers and expanded into a series of more specific inquiries looking at:

- Potential business impacts and stakeholder concerns related to the environmental, social, and governance (ESG) issues we face in our operations
- PRA policies related to corporate sustainability
- Processes for measuring the social, environmental, and economic impacts of our work
- Identifying emerging risks and opportunities that may affect our business

Our 2015 initiative culminated in the development of this, PRA’s inaugural sustainability report, which is intended to provide our stakeholders with greater insight into our approach to sustainability issues.
A key goal of our sustainability initiative was to capture the defining features and value drivers of our organization and develop a clear vision of ensuring ongoing excellence in those areas. The resulting PRA Vision and Framework for Sustainability demonstrates that people are central to all aspects of our work, and reflects our belief that the continuing success of our business hinges upon Engagement, Innovation, and Empowerment. The contents of this report describe our efforts to embody these three principles.

**Sustainability Management Structure**

PRA’s Sustainability Committee, composed of senior leaders from across the organization, is charged with integrating environmental, social, and governance (ESG) considerations into PRA’s corporate strategy and operations, and facilitating our management of, and accountability for, ESG issues.

**PRA’s Approach to Sustainability**

**Vision and Framework for Sustainability**

**ENGAGEMENT**

**HOW WE INTERACT**

Meaningful and effective relationships drive every aspect of our business. Through honest, thoughtful, and respectful interactions, we aim to make working with PRA the best possible experience for our clients, employees, study participants, and all others with whom we engage.

**INNOVATION**

**WHO WE ARE BECOMING**

PRA is a community of problem solvers. For us, innovation means working at the nexus of curiosity, courage, and determination to push the limits of our thinking, and consciously evolve our business model and impacts.

**EMPOWERMENT**

**THE IMPACT WE MAKE**

We support and inspire our employees to become the best clinical development professionals. We fuel the research of leading pharmaceutical and biotech companies. And ultimately, we help save and improve the lives of people around the world. Empowerment is what we deliver.
Convened in 2015, the committee’s earliest activities included collaboration with facilities, compliance, and procurement functions to:

- improve the company’s environmental data collection capabilities;
- respond to customer inquiries and requests related to PRA’s sustainability profile;
- establish a means of evaluating suppliers’ sustainability performance.

As PRA’s sustainability efforts continue to advance, the committee will explore synergies with additional functional areas of the organization while acting as a liaison between those groups and PRA’s executive leadership.

Timeline of PRA Sustainability Activities

**LATE 2014**
- Established a cross-functional Sustainability Committee of Senior PRA leaders
- Developed PRA’s “Vision and Framework for Sustainability” to guide strategic efforts
- Completed a materiality assessment, revealing ESG risks and opportunities from internal and external stakeholder perspectives
- Published a formal Sustainability Policy outlining PRA positions and supplier expectations related to key ESG issues (training in the policy is required of all PRA employees)
- Developed a supplier ESG assessment tool to be implemented in 2016
- Distributed a global environmental data survey to PRA facilities
- Published an inaugural sustainability report

**EARLY 2016**
Materiality Assessment

In early 2015, PRA and external advisors conducted a materiality analysis to determine and prioritize the sustainability issues most important to the company and its stakeholders. The results of the analysis helped us gain a clear perspective of external stakeholder views and enabled us to identify areas of emerging risk and opportunity. This information also provided the foundation for our sustainability strategy. Central to our approach is human well-being. For our employees, this means providing a great place to work and opportunities to build a rewarding career. For our clients, it means forming partnerships to provide exceptional service on every project. For those who participate in our trials, it means holding ourselves to the highest standards of safety, ethics, and transparency.

The results also show that we have more work to do. For example, while our environmental impacts are relatively small, we recognize the need to more fully communicate with external stakeholders about our efforts to reduce emissions, minimize waste, and use water responsibly.

Going forward, these insights will guide our efforts to improve existing programs or develop new issues management initiatives.

---

**PRA’s Materiality Matrix**

![Materiality Matrix Diagram]

**ISSUE**

1. Compliance
2. Talent Management
3. Ethical Conduct
4. Client Relations
5. Employee Engagement
6. Competitiveness
7. Clinical Trial Safety
8. Data Privacy and Protection
9. Workplace Health and Safety
10. Brand integrity
11. Innovation
12. Supply Chain Management
13. Sustainability Disclosure
14. Patient Engagement
15. Business Continuity
16. Corporate Governance
17. Energy
18. Sustainability Governance
19. Clinical Trial Ethics and Conduct
20. Waste
21. Human Health Impacts
22. Climate Change/GHGs
23. Public Policy
24. Water
25. Regional Business Conditions

Circle: Issues of lower priority to company and external stakeholders
ENGGAGEMENT

As a leading provider of clinical development services, our business is inherently centered on relationships: with our clinical research associates (CRAs) and non-clinical employees in more than 80 countries; with clients representing the world’s largest pharmaceutical and biotechnology companies; with our global network of clinical trial sponsors and participants; and with suppliers, investors, regulators, and many other players in the healthcare industry.

As our business expands, we are committed to continually improving our means of engagement with these key stakeholders, and emphasizing openness, humility, and integrity in our interactions.

THE PRA COMMUNITY

At PRA we are inspired by the clients we serve and the people whose lives we help improve, all around the world. PRA employees want to make a difference, and they do. With every clinical trial, they help bring life-improving and life-saving drugs one step closer to those who need them. Working from 6 continents across 13 time zones, our 12,000 employees change lives for the better every day.
Workforce Structure and Statistics

Workforce by region

- NORTH AMERICA: 5,670
- EUROPE: 3,957
- AFRICA: 40
- ASIA PACIFIC: 1,001
- LATIN AMERICA: 802

Workforce by gender

- MALE: 3,016 (26.3%)
- FEMALE: 8,432 (73.5%)
- NOT DISCLOSED: 22 (0.02%)

Workforce by ethnicity (US only)

- WHITE: 3,708 (74%)
- ASIAN: 384 (7.7%)
- HISPANIC: 209 (4.2%)
- BLACK: 607 (12.1%)
- OTHER: 82 (1.6%)
- NATIVE AMERICAN: 24 (0.47%)
Leadership snapshot

**PRA board of directors**

- **INDEPENDENT DIRECTORS**
- **NON-INDEPENDENT DIRECTORS**

**PRA senior executives**

- **MALE**
- **FEMALE**

**PRA management (US only)**

- **FEMALE 63.1%**
- **MALE 36.9%**

*Employees with direct reports comprise PRA’s “management” level.

**PRA Employee Turnover**

*From 2014 onwards, headcount from PRA’s Strategic Solutions division is included in employee turnover calculations, largely accounting for increases over 2013 figures.

**Total Employee Turnover**

- 2013
- 2014
- 2015

0.0% 5.0% 10.0% 15.0% 20.0% 25.0%
The PRA Employee Experience

At PRA, we know that our people are the cornerstone of our success. We don’t make our people great. It’s the other way around. So it’s critical that we attract, develop, and retain the very best talent.

We believe that when you empower and encourage extraordinary people, truly exceptional things can be accomplished. Introduced in mid-2015, PRA’s new employee onboarding initiative combines job training with industry and organizational learning. This fresh and engaging experience introduces new employees to clinical research and PRA, providing exposure to our culture and pathways to success. The experience balances the tactical elements of job orientation while supporting employees’ adjustment to the social and performance aspects of their work. Through our onboarding initiative, we’ve also begun gathering feedback from new employees to understand their earliest impressions of PRA’s organizational structure, technology, benefits, and manager interaction and support. To drive continuous improvement in our onboarding efforts, this information will be converted into a metric allowing us to track new employees’ overall degree of job satisfaction.

Our recently launched Discover Your PRA website provides prospective employees with insight into what sets PRA apart in our industry—a workplace where you can “discover” your potential and make an impact. The interactive portal features the career paths of some of our exceptional employees, and offers a unique glimpse into clinical development work and why employees find it meaningful. The site also contains information about the many benefits of working at PRA.
Engagement

Highlighted employee development programs

- PRA’s highly successful Bridge Program addresses the pressing need to recruit qualified clinical research associates (CRAs). This rigorous, highly selective 10-week training program transitions well qualified and motivated RNs, study coordinators, and allied health professionals into a CRA role. In 2015, 224 individuals went through the program – contributing significantly to the sustainable growth of the global clinical research industry.

- Therapeutic area training is key to the success of our Clinical Research Associates, and 2015 saw the launch of Oncology University - a comprehensive training program designed to offer the best possible training to our high-performing CRAs, to facilitate a transition into the challenging and ever-growing field of Oncology research. The program provides a professional development avenue to support retention of our strong performers, and creates a new generation of oncology trained professionals.

Learning and Development

Our success as a company depends upon our employees’ success, so we invest time and resources to support employees’ development from the moment they start a new position. Employees are empowered to reach their career goals through individual development and feedback plans as well as opportunities to hone critical skills.

PRA supports employees’ pursuit of vertical and lateral career growth, and we strive to develop and promote leaders internally whenever possible. Our leadership and development efforts help employees manage the transition into new roles and enable them to lead effectively at different levels within the organization.

---

PRA Employee Training Completions & Hours*

<table>
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<tr>
<th>METRIC</th>
<th>2013</th>
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<th>2015</th>
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<tbody>
<tr>
<td>Total course completions</td>
<td>252,223</td>
<td>432,763</td>
<td>534,272</td>
</tr>
<tr>
<td>Total learning hours</td>
<td>119,019</td>
<td>236,258</td>
<td>300,827</td>
</tr>
<tr>
<td>Learning hours per CRA¹</td>
<td>31</td>
<td>67</td>
<td>86</td>
</tr>
</tbody>
</table>

The sharp increase between 2013 and 2014 for Learning Hours per CRA is mostly attributable to improved systems and processes for documenting client- and project-specific training. However, there were some new CRA training courses that also contributed to this increase.

*Data represents training completed within PRA’s Learning Management System (LMS). Does not include training recorded in client LMS. ¹Product Registration CRAs. Embedded CRAs within Strategic Solutions record the majority of their training within client LMS.
In 2016, PRA will be launching a new, cloud-based Learning Management System in an effort to centralize and significantly expand the scope of training and educational materials available to our employees. This best-in-class LMS will provide an enhanced learning experience, including improved search and navigation, highly flexible curriculum management, and reporting and dashboarding to manage our training ‘quality gates’ – ensuring staff are appropriately trained prior to performing key activities. The new LMS will also support mobile learning, enabling our employees to make the most of their time while traveling or at research sites, and encouraging a more self-directed approach to personal and career development.

**EXTERNAL STAKEHOLDER ENGAGEMENT**

Mid-2014 marked an important milestone in the development of PRA’s brand and engagement strategy. Following a series of key acquisitions, we renamed our company “PRA Health Sciences” to more fully reflect the breadth of our capabilities while honoring our legacy company and affirming our ongoing commitment to the field of clinical development. Simultaneously, we launched a new, highly interactive website, providing visitors with much deeper insights into PRA’s expertise and the innovative ways in which we are shaping the future of health and science. In 2014 and 2015, PRA continued to refine its approach to managing external relationships. Some of our new and evolving efforts include:

**Clients**

In response to a recent influx of customer inquiries about PRA’s sustainability practices, we submitted a comprehensive supplier sustainability questionnaire through the EcoVadis platform. We now encourage clients to review our EcoVadis performance assessment as a starting point for discussions around PRA’s sustainability priorities and opportunities.

**Suppliers**

Recognizing the need to improve visibility into our own suppliers’ sustainability performance and transparency, PRA developed a two-tiered ESG evaluation system comprising 1) a semi-automated assessment of ESG performance among PRA’s large, non-clinical, publicly-traded vendors; and 2) a survey of ESG performance and disclosure characteristics targeted at PRA’s smaller, non-investigator, clinical vendors. Through a phased launch of the assessment system, our goal is to evaluate the ESG characteristics of suppliers who, together, represent 50% of PRA’s procurement spend by 2017.
Clinical trial participants
In all PRA-supported clinical research, our goal is to ensure a positive trial participant experience from first contact to study completion, and our Patient Access and Recruitment Services (PARS) group is designed to do just that. The PARS team works either directly with trial sponsors or in concert with other internal teams to design patient recruitment and engagement strategies that consider:

- Prospective study participants’ perception of clinical trials and motivations to join
- Physical, emotional, social, and financial pressures that trial participation may impose
- The wealth of information that fully engaged trial participants can provide during studies

Our approach is to walk in the shoes of study participants, and to understand their individuality and the personal journey that their treatment entails. Using that knowledge, we are able to maximize the success of clinical trials for both sponsors and participants. Currently the PARS team is playing an increasingly strategic role in informing and enhancing patient engagement strategies across all PRA-supported clinical studies.

Investors
Having completed its initial public offering on the NASDAQ Global Select Market stock exchange in late 2014, PRA re-opened its doors to the global investment community. Going beyond the provision of SEC-mandated filings and investor touchpoints, PRA has aligned the disclosures in this report with indicators tracked in the Bloomberg Professional Service ESG platform. Harmonizing data in this way, PRA hopes to provide current and prospective investors with easy access to the company’s sustainability profile—an increasingly important dimension of management quality.

Using the results of our materiality analysis and other engagement initiatives as guidance, we will continually seek new modes of connecting with key, external stakeholders.
INNOVATION

STRATEGIC INNOVATION

At PRA, Strategic Innovation means blending strategy and creative exploration to discover future business opportunities. It’s the creation of growth strategies, new product categories, services, or business models that change the game and generate significant new value for employees, customers, and PRA. It challenges us to look beyond established business boundaries and customary models and to participate in an open-minded, creative exploration of the realm of possibilities. It calls for a holistic approach that operates on multiple levels within the organization.

As the clinical research landscape gets more complex, and our clients’ expectations increase, PRA recognizes it is critical that we foster a culture of innovation that is universally embraced and entrenched in our organization. Launched in 2015, our Strategic Innovation Committee oversees PRA’s long-term innovation strategy and processes. Composed of our CEO and leaders from across the organization, the committee accelerates innovation at PRA by ensuring that the right people and systems are in place to foster Strategic Innovation.
Our technology is connecting, transforming, and empowering a new age of clinical development, but it’s just one part of Strategic Innovation. At its core, our business has been, and always will be, about people. That’s why PRA is increasingly focused on the human aspects of innovation. We recognize that in order for innovation to occur, people need to work in an environment that lends itself to creative thinking and collaboration. People-led innovation requires a culture where differing opinions are heard and respected, even if they contrast with those of a supervisor or executive. When promising ideas are brought forward, it also requires that we allocate the resources needed to pursue them. At PRA, this type of openness has long defined our culture, and we’re committed to doing more.

**Announcing Predictivv™**

Announced in June 2015, PRA’s new Predictivv™ platform will be a fully integrated solution for designing, planning, and optimizing the management of global clinical studies. Designed around a unified platform that harmonizes data, processes, and people across every aspect of a clinical study, Predictivv™ will enable unprecedented adaptive intelligence and decision support for the ever-increasing complexities of the clinical development process.
SYSTEMS INNOVATION

Putting our most innovative concepts and strategies into action means implementing equally innovative business systems. And in many instances, our systems development initiatives are directly linked to issues deemed “high priority” to our business and/or external stakeholders in our materiality analysis. Among these are systems related to business continuity, compliance, and environmental impact assessment.

Understanding Our Risks

PRA Health Sciences’ Corporate Compliance Office is initiating an Enterprise Risk Management (ERM) program to identify and manage risk, as well as support our strategic objectives. A newly established ERM Steering Committee is conducting a Risk Management Index Survey which will inform the development of our ERM plan. PRA’s Corporate Compliance Office has already supported elements of the ERM planning process by facilitating our first year of formal compliance with Sarbanes–Oxley, following our IPO, and by publishing our first annual Sustainability Report.

Understanding and Reducing Our Environmental Impacts

Though PRA’s operations do not rely heavily upon environmental resources, our company’s recent growth—particularly through acquisition—has made it challenging for us to fully understand our environmental footprint. Recognizing the need to gather comparable environmental data from our global facilities, we developed and distributed a comprehensive environmental survey to each of our facilities in 2015, with a focus on energy and water usage. The survey represented a first step toward standardizing our environmental management practices and reporting capabilities.

We were able to collect 2014 environmental data from facilities representing 83% of our total footprint by square feet, including energy data from 60.6% of our facility footprint. We were unable to collect data from sites we no longer operate or those managed by a third party vendor. We have set up a process to collect data from our third-party vendors and anticipate including this information in our next report.

Our environmental survey results revealed that our facilities’ energy needs, which come mainly in the form of electricity, can vary greatly between different types of sites but are typically lower than industry benchmarks. For example, our laboratories and in-patient clinics, which represent about 13% of our total footprint, consume approximately 24.8 kilowatt-hours (kWh) per square foot. This is consistent with the average electricity intensity for Inpatient Health Care facilities of 27.5 kWh per square foot, according to the latest U.S. Energy Information Agency (EIA) Commercial Buildings Energy Consumption Survey (CBECS). In contrast, our offices, which constitute approximately 87% of our total footprint, consume electricity at an average rate of 7.1 kWh per square foot. This compares to the average CBECS value for Offices of 17.3 kWh per square foot (6.5 kWh at the 25th percentile).
We have also begun institutionalizing a process to collect and aggregate our scope 3 GHG emissions from employee travel. Due to recent changes in corporate travel providers, we are unable to provide scope 3 emissions data in this report, but we anticipate including this information in our next report.

*PRA’s Greenhouse gas (GHG) inventory was conducted according to the Greenhouse Gas Protocol. Emissions were calculated based on energy consumption data from PRA facilities. Emission figures are reported in metric tons of carbon dioxide equivalent (CO2e), which use global warming potentials from the Intergovernmental Panel on Climate Change Fifth Assessment (IPCC AR5). The gases used in this inventory include carbon dioxide, methane, and nitrous oxide. Emissions were calculated using emission factors from the year in which they occurred or the year prior if more recent factors were not available.
Goal: Expand scope of PRA emissions reporting to 75% of facilities by square footage, by 2017

Through our environmental survey process we also found that a large share of our facilities do not have a way to track water consumption; because our facilities are leased, we have limited opportunities to put such mechanisms in place. However, we are working on ways to consistently gather this data from sites where it is available and supplement it with estimated figures for the remainder of our facilities.

To help prioritize our next water measurement efforts, we conducted a secondary analysis to better understand our exposure to water risk across our real estate portfolio. Utilizing the World Resources Institute’s “Aqueduct” Water Risk Atlas, we evaluated each of our operating regions in terms of their baseline water stress, typical flood and drought severity, water quality and quantity constraints, and many other factors. This preliminary exercise revealed that the majority of PRA’s facilities are located in areas where overall water risk is considered “Low to Medium” or “Medium to High,” and that five of our facilities—together representing 2% of our real estate footprint by square footage—are located in “High risk” areas. As we continue to refine our environmental data systems, we will expand our use of these indicators to more fully assess and mitigate our facilities’ water risks and impacts.
EMPOWERMENT

PRA’s clinical development expertise allows us to amplify our employees’ and clients’ capabilities, meaningfully contribute to the scientific community, and enable people to live longer, healthier lives. Ultimately, we believe that empowerment is what we deliver.

CLINICAL TRIAL SAFETY AND ETHICS

While we are proud to help bring life-saving and life-improving drugs to market, the safety of clinical trial participants and the ethical integrity of the trials we support are prerequisites to achieving our end-goals. Minimizing risk and protecting patient safety is of paramount importance to PRA, and is core to each of our clinical practice areas.

For over 20 years, PRA has provided comprehensive safety and pharmacovigilance services across all clinical phases and key therapeutic areas. By partnering with PRA, clients gain access to over 200 dedicated safety and risk management personnel as well as a nimble and dedicated team with the proven experience required to ensure high-quality data capture. Working in a cross-functional fashion with other service areas, we’re able to better assist clients with the management of their drug safety information.
PRA also recognizes that it’s not enough to just collect comprehensive data and meet the minimum expectations of clients and regulators. In order to fulfill our patient and public safety responsibilities, we also need to fully understand how people interface with the medicines we help bring to market. That’s why we employ people who understand the cultures, customs, and medical practice standards in each country where we operate. Combined with our robust global systems and capabilities, this local knowledge enables us to make high-quality, ethically sound decisions that help keep patients safe.

**INDUSTRY AND SOCIETAL IMPACTS OF PRA’S WORK**

PRA has long been at the forefront of clinical development. Using innovative science, we create efficient, effective solutions that support our clients in helping improve people’s lives.

Our employees play a big part in these efforts, and every year, PRA employees are recognized, individually and collectively, for their achievements in the clinical development arena. For example, PRA employees swept the prestigious PharmaTimes Clinical Researcher awards in 2015, winning in several categories including Clinical Research Associate of the Year, Team Leader of the Year, Project Manager of the Year, and Clinical Team of the Year. At the same event, PRA won the much sought-after Clinical Company of the Year 2015 award. PRA was also named the Best Clinical Research Organization in Asia by BioPharma Asia Industry Awards.
Highlighted PRA employee achievements

PRA Scientist Recognized for Research

Dr. Nico van de Merbel (Director of Bioanalytical Science, Lab Operations and Support) received the 2015 Bioanalysis Outstanding Contribution Award (BOSCA) for Excellence in Research. BOSCA recognizes exceptional scientists who help shape the bioanalytical community and its capabilities. Dr. Merbel’s career spans 20 years at PRA and as a Professor at the University of Groningen. Read the full award announcement here.

IT Healthcare Idea Winner

Congratulations to CRA Mugil Murya for winning the “Bring IT On Innovation Challenge” conducted by a PRA client in Hyderabad, India. Mugil was nominated for his “Clinical Study App”, a mobile application for research participants. The application allows study participants to stay on track with their medication dosages and schedules, and provides reminders for upcoming visits. It also allows patients to track, in real time, any mild to serious adverse events they may be experiencing. The application is designed to work on all popular smartphone devices. Mugil was one of 10 finalists selected out of 400 submissions.

These merits are also reflected in the quality and efficiency of the client service we provide. In 2014 and 2015, PRA:

• Supported more than 1,400 distinct studies worldwide, with efforts focused in five primary therapeutic areas
• Maintained a 95% on-time approval rate for monitoring reports submitted through our Product Registration and Late Phase Services divisions
• Significantly expanded our capabilities through the introduction of our Strategic Solutions division
• Celebrated the FDA approval of 10 new drugs that PRA helped its clients develop

Product Registration & Late Phase Services % of Monitoring Reports Approved On Time*

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<thead>
<tr>
<th>METRIC</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>% Ontime Reports</td>
<td>87%</td>
<td>92%</td>
<td>95%</td>
<td>95%</td>
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</table>

*This data only includes monitoring reports that are within PRA’s Clinical Trial Management System (CTMS). Early Development Services (EDS) and Strategic Solutions (SS) divisions do not use CTMS for the services they provide our clients; therefore this data does not represent sites managed by these divisions.

Monitoring reports are a key client deliverable and a focus during audits/inspections. This metric is an indicator of CRA and team performance, and it reflects both cycle-time and quality. A timely report will more accurately and completely represent the observations made by the CRA during the conduct of the visit.
PRA also plays an active role in the communities where the company operates. We support charitable organizations that share our company’s focus on health and wellness by making monetary and in-kind donations and by organizing employee volunteering initiatives. In 2015 we contributed to the work of numerous charitable organizations including:

- Heart to Heart International
- The Alzheimer’s Association
- Motivation Charitable Trust
- The National MS Society
- The Charlie Waller Memorial Trust
- Habitat for Humanity

Finally, and most importantly, PRA touches the lives of thousands of people whose health, personal potential, and relationships are impacted by our work. As our company grows, we challenge ourselves to stay cognizant of the unique and important role we play in society, and to maintain our steadfast commitments to sustaining our business and sustaining human life.
### Performance Table

#### WORKFORCE

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<td>Total Employee Turnover</td>
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<tr>
<td>Total Contractors</td>
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#### WORKFORCE BY GENDER

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<td>Female</td>
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<td>8,432</td>
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#### WORKFORCE BY GEOGRAPHY

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<td>5,120</td>
<td>5,670</td>
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<td>Europe</td>
<td>3,621</td>
<td>3,957</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>863</td>
<td>1,001</td>
</tr>
<tr>
<td>Africa</td>
<td>34</td>
<td>40</td>
</tr>
</tbody>
</table>

#### WORKFORCE BY ETHNICITY (U.S. ONLY)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>FYE 2014</th>
<th>FYE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>3,483</td>
<td>3,708</td>
</tr>
<tr>
<td>Black</td>
<td>535</td>
<td>607</td>
</tr>
<tr>
<td>Asian</td>
<td>313</td>
<td>384</td>
</tr>
<tr>
<td>Hispanic</td>
<td>178</td>
<td>209</td>
</tr>
<tr>
<td>Native American</td>
<td>27</td>
<td>24</td>
</tr>
<tr>
<td>Other</td>
<td>71</td>
<td>82</td>
</tr>
<tr>
<td>% Minorities in workforce (U.S. only)</td>
<td>24.4%</td>
<td>26%</td>
</tr>
</tbody>
</table>

#### OTHER WORKFORCE DATA

<table>
<thead>
<tr>
<th>Data Point</th>
<th>FYE 2014</th>
<th>FYE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Employees receiving performance reviews</td>
<td>80.0%</td>
<td>60.0%</td>
</tr>
<tr>
<td>Total course completions</td>
<td>432,763</td>
<td>534,272</td>
</tr>
<tr>
<td>Total learning hours</td>
<td>236,258</td>
<td>300,827</td>
</tr>
<tr>
<td>Learning hours per CRA</td>
<td>67</td>
<td>86</td>
</tr>
<tr>
<td>Ethics cases recorded in PRA’s EthicsPoint system</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>Substantiated ethics violations resulting in disciplinary action</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>% Employees unionized (U.S. only)*</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

#### MANAGEMENT

<table>
<thead>
<tr>
<th>Data Point</th>
<th>FYE 2014</th>
<th>FYE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Company Executives</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Number of Female Executives</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>% Female Executives</td>
<td>20%</td>
<td>18.2%</td>
</tr>
<tr>
<td>% Women in Management (U.S. only)</td>
<td>63%</td>
<td>63.1%</td>
</tr>
<tr>
<td>% Minorities in Management (U.S. only)</td>
<td>12.8%</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

#### BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Data Point</th>
<th>FYE 2014</th>
<th>FYE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of the Board of Directors</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Number of Independent Directors</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>% Independent Directors</td>
<td>20%</td>
<td>42.8%</td>
</tr>
<tr>
<td>Number of Women on Board</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>% Women on Board</td>
<td>0.00%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

#### ENVIRONMENTAL

<table>
<thead>
<tr>
<th>Data Point</th>
<th>FYE 2014</th>
<th>FYE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity Consumption (MWh)</td>
<td>8,890.45</td>
<td></td>
</tr>
<tr>
<td>GHG Emissions (Scope 1) (metric tons CO₂e)</td>
<td>778.65</td>
<td></td>
</tr>
<tr>
<td>GHG Emissions (Scope 2) (metric tons CO₂e)</td>
<td>4,234.16</td>
<td></td>
</tr>
<tr>
<td>% of global facilities located in high water risk areas</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

*Some of our employees located outside of the United States are represented by workers council or labor unions. We believe that our employee relations are satisfactory.
ABOUT THIS REPORT

Unless otherwise noted, the information in this report pertains to PRA Health Sciences’ fiscal years 2014 and 2015 (January 1, 2014 to December 31, 2015).

Data presented in this report is based on metrics collected in the Bloomberg Professional Service and is informed by sustainability disclosure standards including GRI and SASB.

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

To learn more about PRA Health Sciences, visit us at www.prahs.com.

To learn more about joining our growing team, visit www.DiscoverYourPRA.com.
AWARDS AND RECOGNITIONS

• PRA Strategic Solutions was recognized by one of its clients, a top 5 pharmaceutical company, for its innovations in Clinical Data Management and Ancillary Supply Management (ASM).
• PRA’s ASM team launched a productivity initiative that led to substantial efficiencies and a $7 million cost savings for the client as of December 2014.
• The ASM team also made substantial contributions to the client’s corporate sustainability efforts, including the recycling of 23,000 pounds of material that would have otherwise gone into public landfills.

• The award recognizes “the best CRO that has demonstrated an ongoing commitment to improve their clinical research services in Asia and in reducing lead times for its customers. The CRO must demonstrate an end-to-end suite of solutions to customers and demonstrate outstanding thought leadership in spearheading clinical research innovations and raising the bar of clinical research standards in the region.” The BioPharma Asia Industry Awards celebrate Asia’s evolving importance as a destination for life science partnerships and business activities.

• Click to Read PharmaTimes Article
• The PharmaTimes International Clinical Researcher of the Year competition is considered a key barometer of quality standards in the clinical research industry. The competition is judged by independent clinical research experts and is designed to “recognize, encourage and inspire professionalism in tomorrow’s leaders.” In the 2015 competition, finalists from 22 pharmaceutical companies and CROs from around the world competed.
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.