

We care:  
Keeping patients  
at the heart of  
everything we do

*With Heart*<sup>™</sup>

## 2023 Environmental, Social and Governance (ESG) report

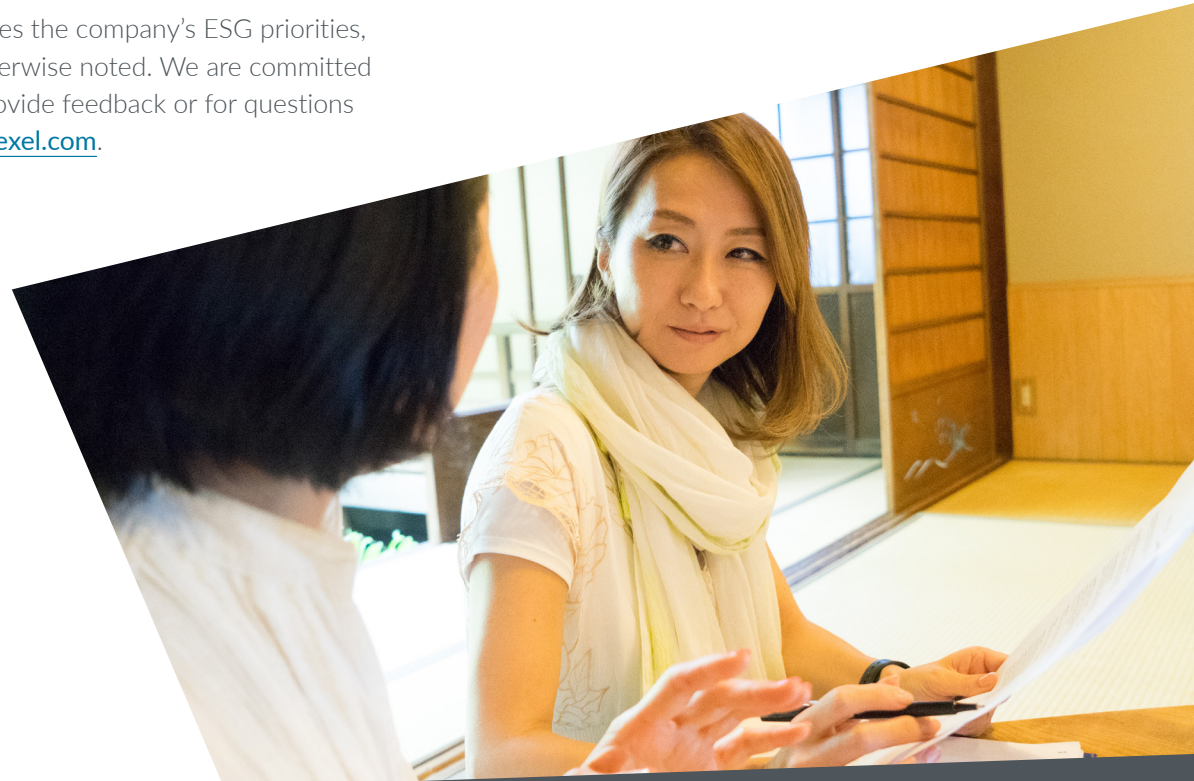


parexel<sup>®</sup>

## Contents

- 3 A Letter from CEO Peyton Howell
- 6 About us + core values
- 8 Our approach to sustainability
- 12 Patients and people
- 22 Our purpose drives culture
- 35 Environmental responsibility
- 46 Ethics, values and compliance

Parexel's Environmental, Social and Governance (ESG) Report outlines the company's ESG priorities, strategies and activities for calendar years 2023 to 2024 unless otherwise noted. We are committed to regular and transparent communication of our ESG efforts. To provide feedback or for questions regarding this report, please email [CorporateCommunications@Parexel.com](mailto:CorporateCommunications@Parexel.com).



As I settle into the CEO role and reflect on Parexel's continued progress in support of our Environmental, Social and Governance (ESG) priorities, I am filled with immense gratitude and pride.

Amidst global challenges, we're prioritizing the areas most important to our stakeholders and company as identified in our 2022 Materiality Assessment, while making good progress toward the environmental goals we aim to achieve by 2025. With a solid foundation in place, we expect to continue to accelerate the delivery of life-changing therapies to patients around the world. Our work has never been more critical, and our commitment never stronger.

A letter from our  
CEO, Peyton Howell



## Our patients and people

In 2023 Parexel continued to push the boundaries of what's possible in clinical development through our innovative ecosystem. We've seen significant advancements in our efforts to make clinical trials more efficient and patient-centric, transforming how therapies are developed and delivered. Our approach to diversity and inclusion in clinical trials is reshaping the industry, helping to ensure trials are reflective of real patient populations. We've engaged with more than 75 Patient Advocacy Groups (PAGs) worldwide while leveraging groundbreaking roles like our Chief Patient Officer to enhance the engagement and experience of the patients we serve.

The FDA's recent revision of its clinical trial diversity guidance on the enrollment of patients from underrepresented populations brings us closer to the development of therapies that are effective for all. We're poised to embrace this shift at Parexel, aligned with our commitment to holistic patient understanding and developing therapies that are effective across diverse populations.

Every day our colleagues across the globe demonstrate their commitment to the work we do, *With Heart.*™ As an organization we're investing in fostering a workplace and culture where everyone feels valued, respected and supported — energizing and driving our mission forward to transform the world for patients everywhere. In 2023 we continued to build on our talent and development efforts, including the launch of our "Managers Matter" initiative focused on further preparing and empowering our Line Managers to support their teams and ultimately our organization's success. We were also proud to be recognized for our Diversity, Equity and Inclusion (DEI) efforts, being named to DisabilityIN's Disability Equality Index and the Human Rights Campaign's 2023 Corporate Equality Index, and winning the 2023 ACE Award for our efforts in advancing women in leadership.



## Our environment

We've also made noteworthy steps to integrate sustainability principles into our global operations, focusing on creating a long-term, resilient and responsible business. We are proud to maintain our EcoVadis™ Silver rating, ranking in the top quartile of companies for the second straight year and placing Parexel in the top 7% of organizations in the scientific research and development category. Our commitment to environmental stewardship and social responsibility continues to be acknowledged as evidenced by our numerous awards and honors received this year.

# A letter from our CEO, Peyton Howell

(continued)



Together, we are making a meaningful impact on the lives of patients, proving that even in the face of adversity, our commitment to improving their health remains steadfast.



## Our world

Our mission to speed life-changing medicines to patients is more than just words — it's a commitment that drives every action we take. Across 2023 our global team continued to excel in delivering innovative clinical research solutions, demonstrating profound resilience, particularly in regions facing unprecedented challenges. Among these, our operations in Ukraine stand out as an example of the courage and persistence of our teams. In recent years, Ukraine has emerged as a preferred destination for clinical trials, renowned for its robust patient enrollment and retention rates. War disrupted this trajectory, impacting trial starts.

The Ukrainian clinical research sector has shown great resiliency, however, with Parexel remaining actively involved in the region with ongoing studies across various therapeutic areas. We've adapted our strategies — and continue to do so — to ensure the safety of our staff and the integrity of our trials, employing remote monitoring techniques honed during the COVID-19 pandemic to solve logistical challenges and deliver on our commitments to the patients we serve.

As we look ahead, I continue to be inspired by the strength and spirit of our colleagues around the world. Their commitment fuels our innovation and improves our ability to ensure transformative therapies can be accessed by those who need them most. Together, we are making a meaningful impact on the lives of patients — proving that even in the face of adversity, our commitment to improving their health remains steadfast.

With gratitude,

Peyton Howell | Chief Executive Officer, Parexel



Parexel by the numbers

Founded  
**1982**



Headquartered in  
**Durham, NC**



Nearly  
**2,000**  
clinical projects in  
the last **5** years



**70+**  
countries served by our  
pure-play Phase I-IV CRO



**Double-digit**  
revenue growth  
from **2022** to **2023**



**21,000+**  
colleagues across  
**49** countries

## About us

### We speed your life-changing medicines to patients

Parexel is among the world's largest clinical research organizations (CROs), providing the full range of Phase I to IV clinical development services to help lifesaving treatments reach patients faster. Leveraging the breadth of our clinical, regulatory and therapeutic expertise, our team of more than 21,000 global professionals works in partnership with biopharmaceutical leaders, emerging innovators and sites to design and deliver clinical trials with patients in mind, increasing access and participation to make clinical research a care option for anyone, anywhere.

Our depth of industry knowledge and strong track record gained over the past 40 years is moving the industry forward and advancing clinical research in healthcare's most complex areas, while our innovation ecosystem offers solutions to make every phase of the clinical trial process more efficient. Our top-notch people, insight and focus on operational excellence allow us to work every day to treat patients with dignity and continuously learn from their experiences, so every trial makes a difference.

This approach continues to earn us recognition industrywide, with Parexel being named "Best Contract Research Organization" in November 2023 by an independent panel for Citeline, "Top CRO to Work With" by investigative sites worldwide in the 2023 WCG CenterWatch Global Site Relationship Benchmark Survey and recipient of the 2023 Society for Clinical Research Sites (SCRS) Eagle Award for advancing the clinical research profession through strong site partnerships.

## About us + core values

### Our core values



#### Patients first

We're all patients at some point in our lives, so we always see patients as people, not numbers or results. We remember how important they are to the success of our projects.



#### Empowerment and accountability

Our passion for the work we do drives us to embrace new challenges. It's how we develop as colleagues and innovate as a company. And most importantly, it enables us to improve the lives of patients. We trust each other to pursue great ideas, admit and learn from our mistakes and keep our commitments.



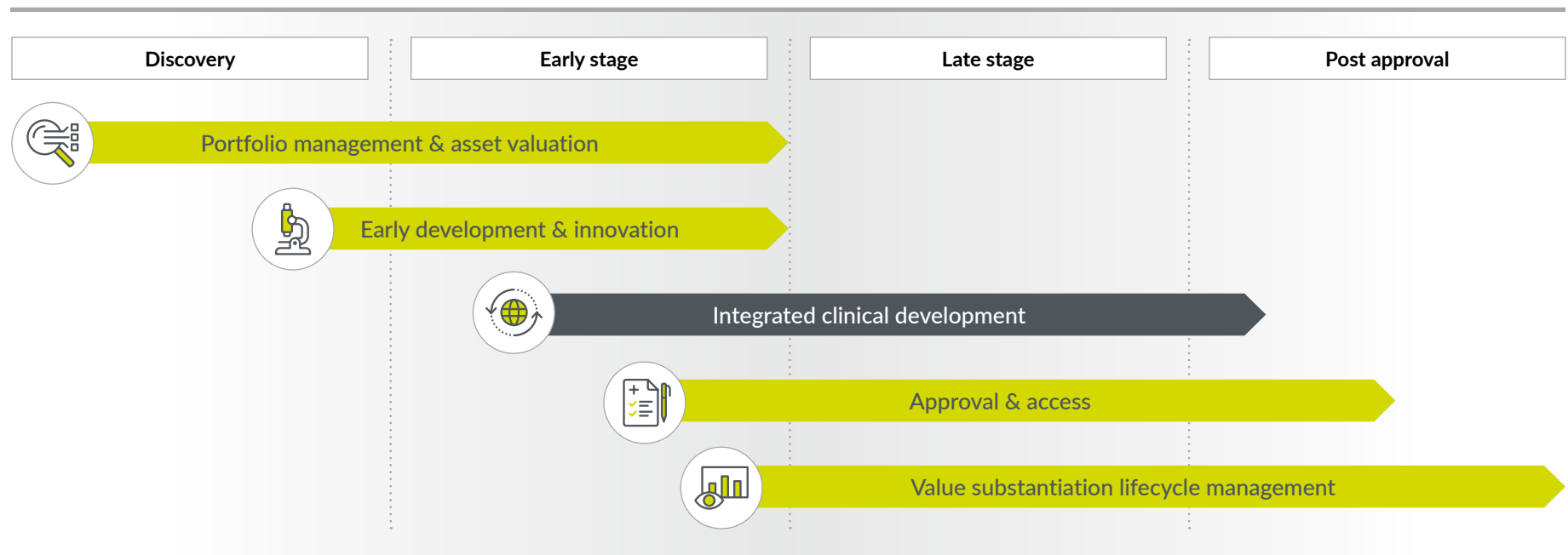
#### Respect

Our teams are supportive, compassionate and kind. We foster a work environment that is collaborative and confident. We respect the unique expertise and abilities we all bring and welcome the opportunity to give credit and praise and to reward our colleagues for a job well done. We are proactive and provide performance-based, real-time feedback against individual performance goals to help our colleagues improve their skills and grow as professionals.



#### Quality

Operational and executional excellence is integral to everything we do. Customers remember the outstanding job we do for them, and we never miss the opportunity to make it better.



**Integrated clinical development**

We harness the power of our whole-study solutions, designed to ensure patient safety, data integrity, regulatory compliance and scientific rigor. Our integrated strategies address these priorities and more. They allow us to reduce burdens, mitigate risk, and operate efficiently within timelines and budget, while keeping the patient’s needs at the center of everything.

**Services**

- › Phase IIb-IV clinical trials
- › Real-world evidence
- › Patient engagement strategy and enrollment solutions
- › Protocol-driven, customized site solution strategy
- › Regulatory approval, compliance, and outsourcing
- › Market access strategy and delivery
- › Clinical development technology optimization
- › Clinical trial supply and logistics
- › Patient inclusion
- › Medical communications

## Our approach to sustainability

At Parexel, we offer our biotech and biopharmaceutical customers a portfolio of solutions delivered with a commitment to first-time quality. Our greatest contributions are through grounding ourselves in the patient perspective, elevating our impact through operational excellence and delivering integrated solutions and expertise across any and all phases of clinical development.

As our business continues to grow and our customer base diversifies, we challenge ourselves to think differently and continuously incorporate sustainability principles into the way we operate, serve and engage. We do this so that we can manage risk, create value for our stakeholders and ensure a long-term resilient and responsible business. This includes:



Advancing our goal of equal opportunity for patients to participate in research studies irrespective of their background, location or socioeconomic status.



Preparing our employees and customers to eliminate barriers to access and help ensure inclusivity and diversity so that trials are more reflective of real patient populations around the world.



Actively managing and improving our own sustainability performance and disclosing our performance in line with the issues that are most important to our stakeholders and where possible, applying recognized frameworks.



Creating an inclusive business culture to attract, recruit, develop and retain diverse talent to deliver at their full potential.



Ensuring strong governance practices in all areas of our business with the right controls, policies and risk management as part of a culture of compliance.





## Materiality assessment

To identify our ESG priority areas of focus, we continue to monitor the global environment and feedback expressed by stakeholders to align with those areas most important to the industry. In 2022 we engaged Schneider Electric to undertake a materiality assessment in alignment with international reputable standards, including the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). We also support and align our reporting to the United Nations Sustainable Development Goals (UN SDGs) and UN Global Compact.

The materiality assessment analyzed our commercial landscape while engaging with our leadership team, Board of Directors and ESG Oversight and Governance Committee to prioritize issues based on pertinence to our industry, business and stakeholders. Our priority areas of focus reflect these inputs and will help ensure we continue to build a meaningful ESG strategy that responds to external events, business priorities, stakeholder expectations and our own performance results. Our priority areas of focus include:



## Our approach to sustainability

(continued)

### Alignment with United Nations Global Compact and Sustainable Development Goals

In 2022 Parexel signed a commitment letter to join the UN Global Compact and made its principles part of our strategy, culture and day-to-day operations. As part of this work, we continue to engage in collaborative projects designed to advance the broader development goals of the UN, particularly its SDGs.

The UN SDGs represent complex global challenges, including several that intersect with our ESG priorities. Our focus is to address SDGs where we can help make the greatest difference based on our expertise, business strategies and social impact efforts:





**First CRO** to introduce dedicated Chief Patient Officer

**250+ Decentralized Clinical Trials (DCTs) conducted since 2018,**

improving patient access and engagement while contributing to a more sustainable future — reducing the environmental footprint associated with travel and promoting efficient resource allocation within the clinical trial ecosystem

**Enhanced our third-party risk management process,**



including creation of an AI Steering Committee to oversee responsible deployment of our AI technologies

**47%** of our global operations are located in Leadership in Energy and Environmental Design (LEED) or Building Research Establishment Environmental Assessment Methodology (BREEAM) buildings

**92%** of our preferred suppliers reported ESG or CSR performance

**45.6%** of VPs and above across the organization are women, up from **33.5%** in 2014

**16.4%** of women VPs and above in the U.S. are women of color, up from **8.6%** in 2014



**75+** Patient Advocacy Groups engaged around the world, with **more than 14** strategic partnerships



in support of patient communities and clinical trial awareness

**Collaboration with the Pistoia Alliance and Sustainable Healthcare Coalition**

to develop tools that will play an essential role in measuring and reducing the carbon footprint of clinical research

For the second consecutive year, a **100%** renewable energy goal was achieved

to counterbalance all Scope 2 emissions

## Awards and recognition



2023 Eagle Award  
by Society of Clinical  
Research Sites



FlexJobs' Top 100  
Companies to  
Watch for Remote  
Jobs in 2023



Forbes, America's Best  
Recruiting and Best  
Temp Staffing Firm  
(Recognition awarded  
to Parexel's subsidiary,  
The Medical Affairs  
Company)



2023 HBA ACE Award



CRO Leadership  
Awards (Recognized for  
12th consecutive year  
for exceeding customer  
expectations across  
all five categories  
– Capabilities,  
Compatibility,  
Expertise, Quality  
and Reliability)



2023 Triangle Business  
Journal Leaders in  
Diversity



DivHERsity Awards  
(Parexel India  
recognized for fifth  
consecutive year)



2023 India Workplace  
Equality Index (Top  
Employer Award,  
Bronze Category)



2024 ViE Best  
Contract Research  
Organization



2023 Scrip Award  
(Named "Best Contract  
Research Organization"  
in Full-Service Provider  
Category)

## Our approach to sustainability

(continued)



Human Rights  
Campaign Corporate  
Equality Index  
2023-2024



EcoVadis Silver Rating 2023  
Of companies in the  
scientific research and  
development industry  
benchmark group, Parexel  
was rated:

- › In the top 12% overall
- › In the top 7% for environmental
- › In the top 1% for sustainable procurement



2023 WCG CenterWatch  
Global Investigative Site  
Relationship Benchmark  
Survey (Rated the "Top  
CRO to Work With"  
by investigative sites  
worldwide for second  
straight time)

At Parexel, improving patients' lives is our mission, and putting people first is our culture. From our patients and workforce to our suppliers and partners, we aim to ensure that everyone has a role to play in our mission to advance social sustainability. We believe that diversity in race, ethnicity, gender, gender identity, sexual orientation, disability, age, pregnancy and lactation status, among other differences, is key to our success. With a global outlook and cross-functional, multidisciplinary expertise, we're working together to build a better world.

## Our behaviors

Our Behaviors – introduced in 2023 – reflect our Core Values. Our Behaviors set expectations for the tangible ways we work and interact to create the desired experience and outcomes for our colleagues, customers and patients.



### Commitment to excellence

- › Communicate with clarity and purpose to drive operational excellence
- › Seek to understand individual impact on quality
- › Be pragmatic, action-oriented and outcome-driven
- › Apply critical thinking and make data-driven decisions
- › Strive for continuous improvement in everything we do



### Deliver With Heart™ and determination

- › Act with empathy and bias for action, anticipating and proactively addressing site and customer needs to benefit patients
- › Work collaboratively and treat others with respect to foster strong customer partnerships and create a positive experience to drive our shared success
- › Make strategic choices to provide the best solutions that meet site, customer and colleague needs



### Win as one team

- › Break down silos and collaborate cross-functionally to drive our overall success
- › Make the next person's job easier
- › Agree on project goals to maximize efficiency and effectiveness
- › Seek out innovative ideas and approaches to gain competitive edge
- › Be a magnet for talent – attract, develop and retain the best people



### Own the outcome

- › Build trust by being reliable and following through on your commitments
- › Deliver on time every time, on budget and with quality
- › Be accountable – proactively address issues and risks, act with urgency, ask for help and help others when needed

## Patients: At the heart of everything we do

Advancing the medical knowledge created through clinical research would not be possible without the dedication and involvement of patients. To this end Parexel is committed to providing patients equal access to clinical trials – regardless of race, ethnicity, faith, gender, age, ability, location or socioeconomic status. By eliminating barriers to access and participation, we can ensure our trials are more inclusive, diverse and reflective of the communities we serve.

Through our collaborations with patient advocacy groups and social organizations around the world, we strive to provide education, drive awareness and reduce barriers to participation through design of inclusive clinical trials with our partners for all study phases. We continuously refine our approach to support patients holistically, especially those populations historically underrepresented as the industry adapts to a changing regulatory environment.

## Patients and people

(continued)



### Clinical trial management and oversight

Parexel's Global Launch Excellence team is focused on fostering closer alignment between our patients and clinical trial sites, overseeing both our patient advocacy and recruitment efforts to foster deeper connections. This is further supported through our ongoing engagement with our customers to better understand their perspectives on clinical trial conduct and enhancement of patient and site relationships.

The integration between our Sites and Patients teams allows for a cohesive and integrated view to enhance decision-making and operational efficiency. Through this collaboration, we believe we're better positioned to optimize clinical trial outcomes for all patients.



In every proposal we strive to include the patient perspective to reduce burden and optimize the protocol. Patients have told us that they want to be empowered with more of their own data to make informed decisions. In response we're leveraging the use of AI and digital tools to improve engagement and enhance experiences.

**Stacy Hurt, Chief Patient Officer**

## Patients first

As part of our Global Launch Excellence team, our Chief Patient Officer aims to improve access to trials while also optimizing the patient experience, with the goal of achieving health equity across all patient populations. The Chief Patient Officer is part of a cross-functional team that manages, oversees, prioritizes and ensures accountability for initiatives aimed at eliminating barriers to trial participation. This team carefully considers the needs of participants and care partners during trial planning and engages in meaningful, end-to-end patient interactions, enabling us to focus on the practicalities of patient access to recruit and retain diverse and representative study populations. Ensuring that each of these actions are integrated into the patient journey is not just a box to check, but a fully ingrained part of our culture at Parexel.

Through this integration, we've not only seen enhancements in patient satisfaction and compliance with study requirements but have had the opportunity to leverage patient feedback to reduce burden in greater ways.



At Parexel, we consider the whole patient. Operationally, this involves including steps to improve access to underrepresented patient populations. We have interdisciplinary teams who meet regularly to address inclusion opportunities from early phase right through to market access.



### Putting patients first

- › Optimal patient experience
- › Improved access to research for all patients
- › Compliance with regulatory requirements for patient involvement
- › Positive perception of the study and sponsor
- › Improved trial performance
- › Better product value story for payers

## Patients and people

(continued)

### Enhancing data management in clinical trials

Ever-increasing trial complexity, expanded data sources, surging data volumes and a host of new delivery models require fundamentally different approaches to how we collect and manage clinical trial data. Parexel offers risk-based quality management services (RBQM), keeping customers ahead of clinical development data challenges with essential monitoring that has become a requirement in today's high-functioning clinical trial ecosystem. Our approach forms the basis of a fit-for-purpose monitoring strategy, using study risk assessments, complex country requirements and site monitoring and capabilities as key considerations. Additionally, our advanced analytic capabilities leverage historical data across hundreds of trials to model predictive scenarios and categorize risk by severity of impact. Artificial Intelligence (AI) techniques complement clinical development and therapeutic knowledge to offer an unprecedented level of sensitivity when characterizing trends of importance or potential compliance issues.

## Our end-to-end patient engagement process

In keeping with our Patients First focus, experts from functions across Parexel collaborate to simplify the patient journey and maintain scientific integrity of a study, ultimately ensuring deployment of the best strategy. In our end-to-end patient engagement process, diversity, equity and inclusion is inherently integrated into every aspect of our operations and is a fundamental approach in our clinical trials, central to Parexel's methodology. For example, our Patient Insights, Patient Partnerships, and Patient Recruitment initiatives consistently address the needs of underrepresented patient communities, reflecting our comprehensive commitment to inclusivity.



## Patients and people

(continued)

### 1 Patient insights

Our effective trial strategy begins with listening and learning from patients and caregivers. Our Patient Insights service enables us to do this effectively, and in addition to engaging patients we're also able to engage our Nurse Advisory Panel of 100+ nurses from Parexel's Site Alliance sites.

Feedback is analyzed and utilized for education of our teams around living with a specific disease, treatment pathways and challenging elements of either the protocol or practicalities of participation in addition to the needs and preferences of trial participants. This information enables us to improve patient access and experience for our customers' projects.



## 2 Partnering with the patient community

Patients  
and people  
(continued)

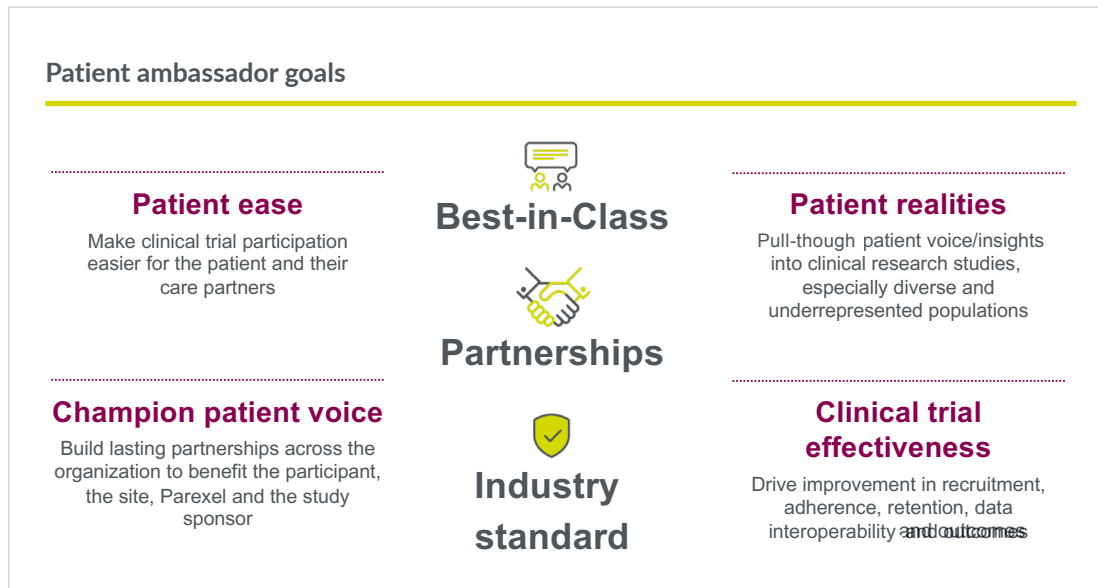
Partnerships with patient groups are an integral element of our patient engagement strategy and enable us to better understand and support the needs of patient communities while elevating awareness of clinical trials.

### Patient Advocacy Group (PAG) engagement

Parexel focuses on establishing and building strategic partnerships with patient advocacy groups aligned to our priority areas of therapeutic focus, including Oncology, Neuroscience, Rare Disease and Inflammation and Immunology. We have strategic partnerships with more than 14 PAGs and are engaged with over 75 PAGs around the world.

### Parexel Patient Advisory Councils

Launched in December 2019 to demonstrate Parexel's commitment to Patients First, our advisory councils focus on Oncology, Neuroscience, Rare Disease and Ophthalmology, and represent members from across 10 countries, including Australia, Austria, Canada, China, Germany, India, Ireland, Uganda, UK and US. Significant strides have been made in integrating recommendations from these specialized councils into our trial processes, demonstrating our commitment to patient-centered research. We have completed 26 sessions with patient advisory councils across the globe.



Parexel Neuroscience Patient Advisory Council, September 2023  
Patient Advisors provided permission for the use of their photo.



## Parexel Patient Community

This forum empowers Parexel colleagues to share their experiences as a patient, care partner or family member to help raise awareness of chronic, acute and life-threatening conditions. Initiatives include Quarterly Patient Community Connect events where members can share their stories in addition to ongoing access to exclusive content that advances community advocacy.

## Patient advocacy partnerships

Parexel is committed to fostering collaboration and building trust with patient organizations to support patients and care partners globally across key therapeutic areas.

Our pledge is to operate transparently and honestly through our 11 ethical principles (see our [policy](#) on interactions with patients and patient advocacy groups):

- |   |                                     |
|---|-------------------------------------|
| 1 Integrity   | 6 Transparency of purpose           |
| 2 Respect & diversity                                     | 7 Fair Market Value (FMV)           |
| 3 Beneficence   | 8 Transparency in our relationships |
| 4 Equality  | 9 Disclosure                        |
| 5 Data privacy<br>(and confidentiality<br>of information) | 10 Independence                     |
|   | 11 No promotion                     |



# Patients and people

(continued)

## 2023 PAG corporate sponsorships

- › **Alzheimer's Disease International** – Bronze Corporate Sponsorship
- › **ASrid (Advocacy Service for Rare and Intractable Diseases)**
  - › Rare Disease Day Japan 2023 Sponsor
  - › STEP (Strategic Translational Action for Empowering Patients) Program sponsor
- › **Crohn's & Colitis Foundation** – Corporate Circle Membership
- › **EURORDIS** – Eurordis Round Table of Companies (ERTC) Emerald Membership
- › **EveryLife Foundation for Rare Diseases** – Community Congress Membership
- › **Foundation Fighting Blindness** – Outreach partnership including registry and consulting insights – Silver
- › **Global Genes** – RARE Corporate Alliance Leadership
- › **Illness Challenge Foundation China** – Exclusive partnership on patient-centricity topics starting in 2021
- › **Lupus LA** – Sponsorship Contribution

# Patients and people

(continued)

## Case study: Collaborating with the Patient Advisory Group community

In 2023, Parexel's Early Phase business set its sights on aligning with PAGs across four priority areas of therapeutic focus: Oncology, Rare Disease, Neuroscience and Inflammation and Immunology.



The Parexel Patient Partnerships team — a dedicated group tasked with creating meaningful collaborations — conducted a comprehensive landscape analysis of PAGs to bring these groups together, culminating in an event held at Parexel's Early Phase Clinical Unit (EPCU) in London.

The event was a confluence of minds and missions, enabling our team to engage with PAGs, gain insights into their key focus areas and strategic priorities, and set the stage for deeper collaboration. Inspired by the discussions, PAGs were encouraged to submit proposals for sponsorships, which Parexel reviewed based on impact and alignment with our mission.

The outcomes of this initiative were transformative. **Eleven new strategic partnerships** were forged, leading to the sponsorship of **four** impactful projects. Among these were the development of a clinical trials toolkit tailored for prostate cancer patients — enhancing their understanding and engagement in clinical research — and the creation of mental health resources specifically designed for patients battling rare diseases, offering them support beyond the physical aspects of their conditions.

Encouraged by success in the UK, the country-level PAG initiative has expanded to **nine additional countries**, setting a new precedent for our global efforts as we grow our patient-centered healthcare innovations.

## Case study: Engaging Lupus patients in clinical trials

In an age when information is readily available at patients' fingertips, it can often be overwhelming to find the right resources. Recognizing this need for trusted information and the power of community-driven support, Parexel's Patient Partnerships team engaged with Lupus LA, a prominent PAG known for its vibrant social media engagement and commitment to educating and supporting Lupus patients.



Hosting a series of three Facebook Live sessions, we aimed to demystify clinical trials, explaining why they are necessary and what participation involves. The response garnered an impressive 16,758 views, indicating a strong demand for accessible clinical trial information.

To gauge our impact, a survey was conducted with 1,170 participants, with highly encouraging results:

- › 68% of respondents reported feeling more comfortable discussing clinical trials with their doctors as a viable treatment option for Lupus
- › 65% expressed an increased likelihood of participating in a clinical trial themselves

These statistics are more than numbers — they are a testament to the power of informed patient engagement. Susan Bazarsky, Executive Director of Lupus LA, reflected, *"Patients want and need this information, but this just scratches the surface. We can't just do a one-and-done, we need to continue this conversation. We need to give patients enough information to advocate for themselves."*

Parexel and Lupus LA's collaboration demonstrated that with the right approach, the barriers between patients and clinical trials can be significantly reduced, paving the way for more informed and empowered patient communities.

### 3 Patient recruitment and retention

Many clinical trial participants face barriers to participation, from inadequate information about study opportunities to inconvenient times and locations for test visits. As a result, some patient populations have lacked access to possible therapies and studies have lacked the diversity of participants required to ensure widespread effectiveness.

Parexel develops and implements patient recruitment strategies to recruit inclusively across race, ethnicity, gender identity, age, disability and socioeconomic groups with consideration of other factors such as faith, co-morbidity, technical literacy and geography. We also track study population diversity, collaboratively engaging and communicating with patients across the clinical trial process to capture their preferences and address barriers.

Each retention solution is unique to the needs of the patient population, study goals and geographical nuances. Our support includes assistance ranging from travel and other financial barriers to participation in DCTs involving some aspects of a study being delivered to patients in their own homes or community locations.

### 4 Compassionate closure

At the conclusion of a study, we deploy our Compassionate Closure program to thank patients for their participation and provide study results in the form of a lay summary so that they know their time and efforts are valued.



## Implementing Patient Advisory Council recommendations

We're proud to celebrate five years of Parexel Patient Advisory Councils, a dedicated forum bringing together diverse patient communities to share insights directly influencing the integration of their experiences and perceptions of current industry best practices. This collaboration shapes future clinical trial design and execution. Our councils comprise patient advocates and care partners from global populations along with members from our Patient Engagement team and senior leadership. Other elements incorporated over time into our clinical trial strategy as a result of recommendations from our Patient Advisory Councils include:



Mandatory inclusion of study participant thank you cards and plain language summaries in all clinical trials for which Parexel is the CRO.



Development of interactive, easy-to-use informed consent forms and increased support for care partners, including the first childcare cost stipend for participants in a Lupus study experiencing high financial and practical burden.



Deployment of digital ethnography service to help patients share their experience using multimedia, educating study teams on the reality of the disease.

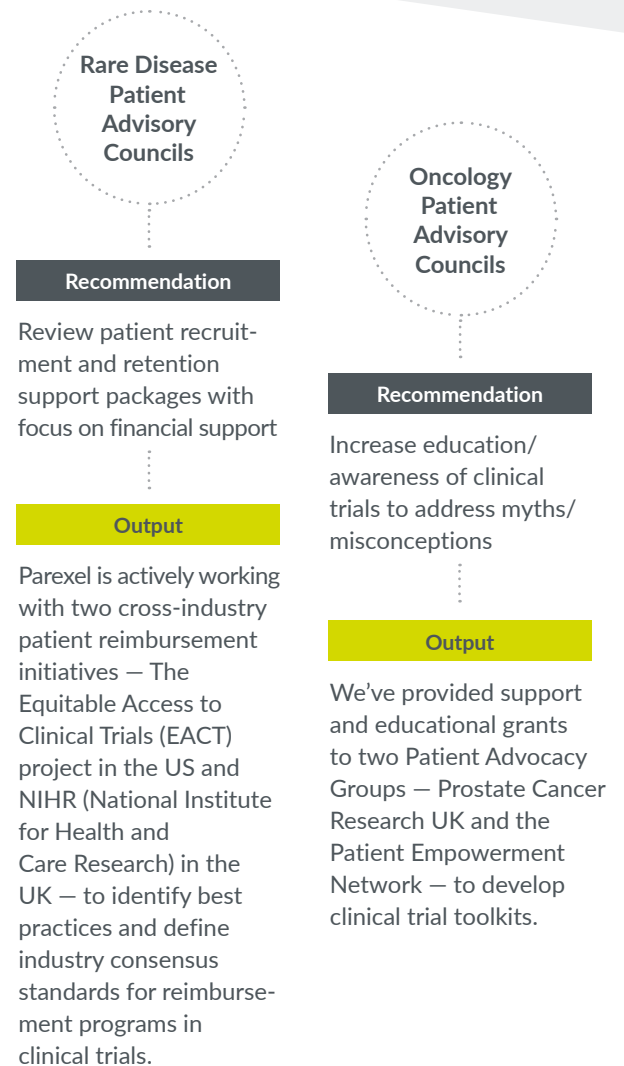


Launch of our Patient Navigator service supporting patients and caregivers with the practicalities of study participation and creation of a dedicated Parexel Patient Partnerships team and Patient Ambassador role.

\*Parexel conducted its first Ophthalmology Advisory Council in June 2024.

## Patients and people

(continued)



## Industry partnerships for clinical trial diversity

Clinical trial diversity is a business-as-usual consideration at Parexel. We value industry partnerships because collectively, we can achieve more for all patients. Over the past nine years, the Parexel Site Alliance Network has strengthened business partnerships through a diverse community of investigators and access to a diverse global patient population.

Our Alliance Site partners comprise more than 376 sites and 20,000 investigators across 28 countries. These partners include experienced research and healthcare institutions, site management organizations (SMOs), community alliance networks, community hospitals and dedicated research sites worldwide.

Together we foster long-term collaborative relationships with select research organizations globally, aiming to deliver efficiencies to patients, sites and our biopharmaceutical customers through our Site Alliances model.

The success of our Site Alliance program and our cultivation of strong and meaningful relationships with investigative sites is centered around understanding their needs and challenges, and partnering effectively to address them. One way we do this is through active collaboration with the site community as a Global Impact Partner with the Society for Clinical Research Sites (SCRS). Parexel is active in several SCRS initiatives focused on site and patient support such as the Diversity Site Assessment Tool (DSAT). We've also partnered with SCRS to provide site support through regional workshops and a site scholarship program designed to drive improvements across the clinical development process.



Society for Clinical Research Sites (SCRS)

Our commitment to patient inclusion extends far beyond the work we do as an organization. Through our partnership with the Association of Clinical Research Organizations (ACRO), we are actively shaping a more inclusive clinical research ecosystem—one that truly represents the diverse patient populations for whom we develop treatments. This collaboration manifests in several impactful ways, including participation in ACRO's collective responses to FDA guidance on patient-related issues. By presenting a united "one voice" approach, we amplify our influence on national and regulatory guidelines, ensuring patient interests remain at the forefront of industry developments.



Association of Clinical Research Organizations (ACRO)  
DEI working group

## Patients and people

(continued)



Parexel partnered with Dr. Sylvia Rosas, President of the National Kidney Foundation, to host a webinar during National Hispanic Heritage Month to support inclusive strategies in patient recruitment.



Parexel has a multidisciplinary team that led the introduction of tools and process to support the development of FDA Diversity Action Plans from April 2022 when the draft guidance was released. This team continues to improve our processes in support of clinical programs that reflect the real-world patient population. This proactive approach has positioned us well in the emerging regulatory environment.

When we say “We Care,” we further reinforce our commitment to cultivating an environment where every individual feels valued, respected and supported. Guided by comprehensive global strategies that ensure transparency, accountability and alignment across our global organization, this commitment strengthens connections with our people, patients and collaborators, enhancing our capabilities and broadening the impact of our work across global communities. This continuous investment is crucial for our success and the advancement of our healthcare goals worldwide.



## Diversity, equity and inclusion

We believe that diversity, equity and inclusion are not just ideals but foundational elements that energize and drive our mission to transform the world for patients everywhere. By leveraging our diverse workforce, we approach our work with cultural sensitivity and diverse perspectives. This fuels creativity and innovation to better address complex challenges and push the boundaries of what we can achieve.

### Parexel's global workforce by the numbers

We aim to achieve a minimum of 40% women and men at all levels of the organization, with our workforce mirroring the U.S. patient population in race and ethnicity, disability, sexual orientation and gender identity. Every quarter we measure our progress to ensure this work continues as our company evolves:

	2021	2022	2023
Global Women	69.8%	69.8%	70.2%
Global SVP+ Women	42.9%	41.0%	45.1%
Global VP+ Women	45.8%	48.1%	45.6%
U.S. Women of Color VP+	21.5%	18.3%	16.4%
U.S. Women of Color	38.3%	41.3%	42.0%
U.S. People of Color	38.0%	41.2%	41.9%
U.S. People of Color CRAs	50.6%	54.4%	53.4%
Global Employees Under 40	65.6%	65.4%	63.1

Data represented is as of Dec. 31 for all three years. Data included in the company's 2022 report was as of Q2 2023.

Our purpose  
drives culture



Inaugural Black Women in Clinical Research (BWICR) conference, Oct. 2023

Diversity, equity and inclusion highlights

Our purpose drives culture

(continued)

**Black Women in Clinical Research (BWICR)**

Received "Sponsor of the Year Award" at the inaugural conference.



**DivHERsity Awards**

Five consecutive years of recognition, winning the Top 20 Most Innovative Practices - DivHERsity Programs, Top 5 Most Innovative Practices - Women Returnee Programs, and Top 20 Companies in DivHERsity - Large Enterprises.

**Healthcare Businesswomen's Association**

Recognized with the 2023 ACE Award for our business initiative "Priority: Advancing Women in Leadership."

**India Workplace Equality Index (IWEI)**

Recognized with the Top Employer Award in the Bronze category, selected for developing inclusive policies and initiating activities that promote LGBTQ+ inclusion for colleagues. Parexel has received the IWEI Top Employer Award every year since 2020.



**Kevin L. Brandenburg, Executive Vice President, Chief Procurement Officer and Head of Corporate Services**

Recognized by DiversityPlus as one of 2023's Top 15 Chief Procurement Officers for his efforts to bolster inclusion of diverse suppliers to meet our environmental sustainability goals.

**DisabilityIN Partnership**

Joined DisabilityIN as a corporate partner and participated in their global disability inclusion index pilot.

**FlexJobs**

Recognized as a company to watch for Remote Jobs in 2023. Parexel is one of only five companies to have made FlexJobs' list each year since its inception in 2014.

**Healthcare Businesswomen's Association**

Honored with the GET Award. As HBA's only CRO member, Parexel shared data to foster transparency and forward-looking solutions to close gender gaps in healthcare.



**Stacy Hurt, Chief Patient Officer**

Named one of Fierce Pharma's Fierce 50 Patient Advocacy honorees, illustrating her unwavering commitment to amplifying the voices of patients and effecting tangible change.

**SHRM's Women in Leadership (WIL) Institute, Linkage**

More than 40 colleagues globally (Director through Vice President level) graduated from the WIL program in 2023. Parexel was the highest-level sponsor, investing in the advancement of women in their careers.

**Global Butterflies**

Partnership helped advance our transgender and non-binary inclusion efforts.

**Human Rights Campaign's 2023 Corporate Equality Index**

Received a Top 20% ranking - the highest among all CROs - for our successful incorporation of equitable practices for the LGBTQ+ community.



**Triangle Business Journal**

Recognized with the Leaders in Diversity Award for our accomplishments in DE&I, including our "Discussions on Diversity" report, gender initiatives, diversity committee launches and employee trainings.



**Amy McKee MD, Chief Medical Officer and Global Head, Oncology Center of Excellence**

Honored as a 2023 HBA Luminary for her inspirational leadership qualities and creating breakthrough strategies for sponsors.

**Aida Sabo, Vice President, Global DEI**

Received the 2023 Women in Leadership Executive Impact Award from Linkage for her commitment to advancing women leaders at Parexel and beyond.

## DEI employee committees

Our committees bring together employees with common identities and related interests:

- › **BEACON (Black Employee Advisory Committee):** This subcommittee of our Multicultural Steering Committee aims to make Parexel the employer of choice for Black professionals – including CRAs – in the CRO industry. The committee’s focus is on being a leader in DEI within Parexel by advancing the interests of both our Black employees and the Black patients we serve.
- › **Gender partnership:** This steering committee works to create an environment where all employees flourish through true partnership across genders, bringing women and men together in a united effort to address workplace inclusion. This highly collaborative team works to support gender equality across the business, including advancement opportunities, sponsorship and senior leadership participation.
- › **Multicultural:** This committee works to advance an environment of inclusion to better collaborate and deliver excellence as we work across ethnicity/nationality, culture and regions.
- › **ParAbility:** ParAbility advocates for inclusivity with the disabled community to empower individuals with disabilities and their care partners. The committee is actively focused on addressing issues affecting the disabled community, driving actions that exemplify inclusivity within Parexel and beyond and working to bring in the disabled participant’s voice to improve the clinical trial experience for people with disabilities.

“ ParAbility helps build trust to foster an inclusive work environment that embraces all abilities without fear of disadvantage. When we know better, we do better, and ParAbility exemplifies how we work *With Heart™* to ensure people with disabilities – whether they work for us or with us in the important work we do – feel safe, seen and supported.

**David Dent MBE, MBA, CMgr, CCMI, FloD, Vice President, Leader, Integrated Solutions Strategy**

## Our purpose drives culture

(continued)



BEACON’s relevance remains as powerful this year as when the group was first established in 2021. The meaningfulness of its mission and activities is driving membership by Black and allied employees, our accomplishments continue to build excitement and expectations among the members, and the quality of our activities is increasing awareness and engagement across Parexel.



**Mwango Kashoki, MD, SVP, Global Head of Regulatory Strategy**

### Working with our partners to promote a more diverse workforce

- › Parexel is a partner with [myGwork](#), the largest global business community of LGBTQ+ professionals, graduates and inclusive employers to help network with and recruit diverse talent.
- › In 2023, Parexel implemented an initiative to better support diversity in clinical research through the advancement of our Latinx workforce. The company partnered with organizations, including the Association of Clinical Research Professionals (ACRP), the MCA Foundation and colleges and universities with healthcare-related studies to increase our recruitment of Latinx candidates. Since April 2022, 11.5% of the candidates hired into our APEX CRA training program have identified as Hispanic.



# Our purpose drives culture

(continued)

- › **Pride:** Parexel Pride supports a “We Care” environment for all employees and patients regardless of gender identity or sexual orientation. This group not only leads in celebrating our LGBTQ+ community and work contributions but informs programs, policies and solutions in support of a culture of respect and acceptance for all.
- › **Supporting our military community:** Launched in 2023, this U.S. initiative is aimed at bringing together a network of veterans and providing a pathway to attract future high-caliber talent from the veteran community whose skills and career goals closely align with our business needs. During the first year of the program, we launched internal and external websites, surveyed the community, held a local service event and organized companywide recognition of Veterans Day and Armistice Day, resulting in a continuously growing number of veteran colleagues who now feel comfortable identifying themselves at Parexel.
- › **Talent acquisition:** This important group helps to expand the candidate pool by attracting and retaining diverse talent, and supporting and understanding the needs of a global workforce.
- › **Regional Engagement Committees:** Our regional committees advocate for DEI to create an environment where our employees feel empowered to bring their full authentic selves to work and share their diverse experiences and perspectives regardless of difference:
  - › Americas: Argentina, Brazil, North America
  - › APAC: India, Japan
  - › EMEA: Germany, Ireland/UK, South Africa

## Supporting our LGBTQ+ colleagues

To support our LGBTQ+ colleagues, in 2023 our Pride committee sponsored the development of internal guidelines and best practices for our transgender and gender non-conforming employees, their coworkers, managers, Human Resources professionals, LGBTQ+ employee group leaders and others in supporting gender transitioning.

Additional efforts across the year in support of the LGBTQ+ community included a proactive communication campaign around gender-inclusive pronouns; the company’s first Transgender Inclusion training session, facilitated by Global Butterflies; and an LGBTQ+ affinity virtual meetup attended by approximately 100 colleagues focused on “Living Proud all Year Long,” as well as updates to our company Code of Conduct to better support LGBTQ+ employees and patients.



Since 2017, the Pride Steering Committee has brought important focus to support the unique needs of the LGBTQ+ community, including those of patients. Parexel has vastly expanded its training and awareness programs on behalf of the LGBTQ+ community, supporting hiring and retention needs, addressing benefits opportunities and creating policies in support of those that are transitioning. All of this work has helped promote an authentic culture of respect and inclusion at Parexel.

**Jeff Kopicko, Vice President, Statistical Programming**

## Supporting development of women and people of color

Parexel offers extensive programs to support the development of women and people of color in leadership, engagement of men in enhancing cross-gender partnerships and inclusive leadership skill development. These programs include:

- › **Forum for Executive Women:** *An advanced, one-year executive leadership development program through Women Unlimited.* Parexel has been offering this program since 2013 and 12 women have successfully completed it.
- › **Women in Leadership (WIL):** *A one-year development acceleration program that celebrated its 10-year anniversary in 2023.* It includes a four-day kick-off provided through Linkage, Inc., and Parexel is a platinum sponsor — the highest level. Graduates from the 2023 cohort included 41 women in Director and Vice President roles from 14 countries across seven business units. Since 2013 more than 300 women leaders have participated.
  - › Parexel also has a **WIL Alumni** internal group of more than 150 employees who graduated from the Women in Leadership program. The group hosts regional gatherings, coffee chats and book clubs and supports DE&I initiatives across the company.
- › **Wisdom Circle:** *A nine-month leadership program for manager-to-director level leaders to enhance personal and professional development through structured, peer-based learning.* To date, more than 800 highly talented individuals at Parexel from across the globe have participated in Wisdom Circles and have reported very high levels of satisfaction, personal growth and skill development.
- › **Change Makers:** *A multi-day leadership course for men, women and those of other genders to explore gender stereotypes and strategies for cross-gender partnership.* The group focuses on how gender expectations define talent and leadership, how group dynamics affect workplace equity and how teams can work across differences. Since 2015, Parexel has run 16 Change Makers programs for leaders in North America, Europe, India and Japan, with more than 600 participants.

Our purpose  
drives culture  
(continued)



- › **Next-generation Executive Program:** This program helps multicultural participants take the next step in their careers and formally prepare for executive roles. The program consists of four levels – two associate-level and two executive-level. Approximately 25 Parexel colleagues have completed this program since 2015.
- › **The BioDiversity Fellows Program:** In partnership with BioDiversity, the program helps multicultural (African American, Asian, Indigenous and Hispanic) professionals expand their leadership capabilities and establish a greater executive presence. Participants focus on three core competencies: leadership, relationship building and organizational skill.



## Our purpose drives culture

(continued)



Parexel is the only CRO to be recognized with both an ACE award and a Catalyst award, showcasing our ongoing commitment to inclusivity within our business and in the ways we serve patients.

### Case Study: Healthcare Businesswomen's Association's ACE Award

In 2023, Parexel was honored with the Healthcare Businesswomen's Association's "Advancement. Commitment. Engagement." (ACE) Award in recognition of the strong outcomes stemming from our "Priority: Advancing Women in Leadership" initiative. This initiative focuses on enhancing gender representation and cultivating a stronger presence of women in senior positions ranging from Director to Vice President across our global workforce.

This award follows several other recent recognitions from across the industry crediting our efforts to foster a diverse and inclusive workplace, building on our 2022 Catalyst Award from the global nonprofit organization Catalyst in recognition of our commitment to gender inclusion through our "Leveraging Gender Partnership to Advance Women in Leadership" initiative. Parexel is the only CRO to be recognized with both an ACE award and a Catalyst award, showcasing our ongoing commitment to inclusivity within our business and in the ways we serve patients.

## Talent philosophy | human capital management

We believe that investing in development is an investment in Parexel. Our Talent Philosophy – developed in partnership with our senior leadership team – is designed to support our colleagues globally in realizing their full potential across all stages of their career. We do this through ongoing support in an environment where everyone feels empowered to contribute to our success. Our Talent Philosophy not only drives our Talent Strategy but also guides all talent processes across our organization to ensure we deliver at the highest levels of quality for our patients and customers.

In support of this commitment, Parexel launched a talent review in 2023 to evaluate the strengths, goals and career aspirations of our colleagues. This initial pilot focused on review of the top two levels of our senior leadership – and we plan to expand the assessment to all employees in the years to come.

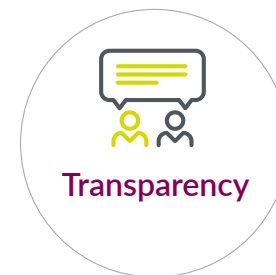
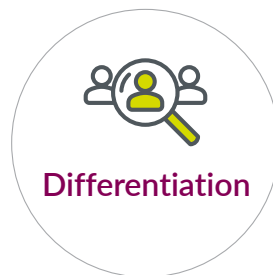
Our purpose  
drives culture

(continued)

---

### Dimensions that guide our Talent Philosophy

---



**85%** retention of talent in 2023

---

**98.83%** of full-time employees received a year-end review

---

**18.8%** of our talent were promoted in 2023



## Learning and development

Our training approach focuses on balancing our immediate needs with the long-term development of our colleagues, understanding that our success is their success. Each member of our team completes an average of 71 training hours annually, with 1.9 million total training hours logged across 2023.

Our learning and development programs include:

- › **Navigating Your Career:** Virtual career and development programs to build meaningful experiences at key milestones.
- › **Women in Leadership (WIL):** A one-year leadership program designed to accelerate the development of women leaders in support of equity.
- › **Managing With Heart™:** Provides Parexel managers with the opportunity to develop skills to drive our “We Care” guiding principle.
- › **Safe Zone:** Explores LGBTQ+ inclusion in the workplace, helping participants gain an understanding of common terminology and challenges facing the LGBTQ+ community through active dialogue and engaging discussion.
- › **Cell & Gene Therapy Academy:** Provides a comprehensive understanding of the underlying principles, techniques and technologies involved in development, manufacturing and clinical evaluation of cell and gene therapies. The program helps learners ensure regulatory requirements, patient safety and efficacy standards are met.
- › **Diversity, Equity, Inclusion, Belonging and Accessibility (DEIBA) in Clinical Trials:** Explores the key foundational concepts around DEIBA in Clinical Trials, including community and patient engagement as well as review of the regulatory landscape to ensure the consideration of all patients in our efforts to improve health and quality of life.
- › **Wellness events:** Live and self-paced learnings focused on employee self-care and wellness, aimed at helping employees strike a better work/life balance. Events include meditation, yoga and mental health.



## Our purpose drives culture

(continued)

### Managers matter

Launched in late 2023, “Managers Matter” is a comprehensive global initiative designed to engage, inform and inspire our approximately 2,300 Line Managers who are pivotal to cultivating high-performing teams and a high-performance culture. The initiative focuses on communicating clear expectations for effective management at Parexel and providing our Line Managers with comprehensive support and resources to develop and lead their teams. Managers Matter resources include an array of tools, training and networking opportunities to empower our Line Managers with everything they need to manage for success.



## Employee engagement

Meaningful employee engagement helps to ensure our employees are deeply ingrained in Parexel's vision and strategy, and as a result are better able to meet the needs of our patients, customers and sites. Our approach to engaging and soliciting feedback from employees includes:



Parexel Regional Employee Connect Event  
San Diego, Aug. 2023

- › Quarterly business unit meetings and All-Employee Town Halls
- › Parexel Connect events engaging home-based colleagues not in proximity to an office
- › Local "Parexel On the Pulse" meetings for those employees in regional offices
- › Annual Global Leadership and Sales Summit

Our senior leadership reviews feedback from our employee engagement activities on an ongoing basis, with the goal of gaining actionable insights on the employee experience. This remains a critical part of our go-forward strategy for Parexel.

## Total rewards

Taking great care of our customers and patients requires taking great care of our employees. Our commitment to fostering a high-performance workforce is reflected in our market-competitive total rewards packages that not only acknowledge individual achievement, but also ensure fairness through regular compensation analysis by role and geography.

Our benefit solutions are tailored to the unique needs of our diverse workforce and their families to provide accountability, flexibility and choice. This personalized approach helps us attract and retain talented individuals who are essential to our mission of transforming global health. Some examples include:

### Flexible work

Where appropriate and applicable, Parexel offers flex-time policies that allow for flexibility in the hours of work, as well as work-from-home options to support better work-life balance.

### Employee Assistance Program (EAP)

Experienced global vendors offer confidential licensed counseling and coaching as well as on-demand resources and other support.

### Recognition program

Our employees receive and give recognition all year round — colleague-to-colleague, from their manager, for service anniversaries and life events — through our Bravo! rewards and recognition platform.

### Competitive benefits package

All U.S. employees receive competitive benefits that include medical, dental, vision, retirement, disability coverage and life insurance. Generous routine time off and leave of absence benefits support our employees' work/life balance.

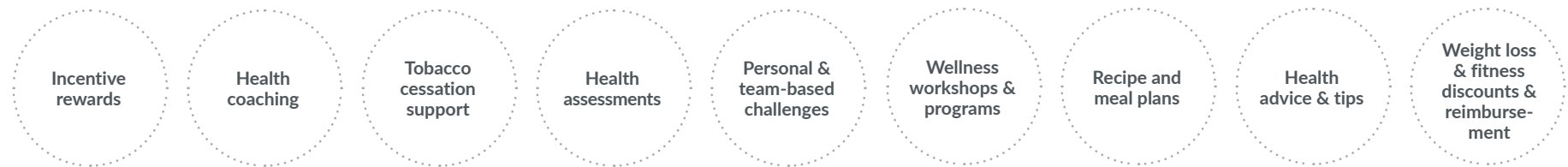
Our purpose  
drives culture  
(continued)

## Pay equity

Parexel regularly reviews our pay practices to ensure they are market competitive and attract the best talent. In 2023, we performed a gender pay analysis of our global workforce based on an employee report and comparison of average salaries by country and found that pay is equitable between genders.

## Employee wellness

Although Parexel's wellness programs vary by country and are based on local needs, they exist within a common framework designed to offer physical, emotional, financial and social support to employees and their families.



- › Healthcare-related support includes healthcare advocacy, expert second opinion, quality and cost comparison and condition management support.
- › Employees across Parexel have confidential, 24/7 access to critical mental health and other support through our Employee Assistance Program (EAP).

## Our purpose drives culture

(continued)



## Employee safety

Our top priority at Parexel is the health and safety of our colleagues, customers and patients that work for us, visit our offices or participate in the clinical trials we conduct.

That's why we're always evolving our practices to help each employee embrace a zero-accident mindset. This includes providing an integrated, adaptable and consistent companywide safety program. We work with various third-party health, safety and environmental groups, and have in-house certified employees that follow regional and locally-required regulations for training employees on health and safety, including procedures put in place by the Occupational Safety and Health Administration (OSHA). We follow approved communication protocols in the event of emergency or health and safety needs of employees, including mental health and well-being.

In keeping with this approach, it's vital we maintain a consistent and standardized mechanism for capturing information about any accidents that may occur or injuries sustained by colleagues while working at a Parexel location. To this end, our Corporate Real Estate & Services and Data & Technology organizations collaborated to design a centralized process for reporting safety incidents efficiently and consistently with a new Service Desk ticketing form. This new process provides a comprehensive and easy-to-access central repository for any injuries or accidents on duty, enabling quick and accurate reporting of data to our customers and internal departments managing colleague health and safety.

Additionally, in 2024, Parexel is establishing an Employee Health and Safety Manager role at its corporate headquarters to implement programs and policies that support the health and safety of our colleagues globally.

Our purpose  
drives culture

(continued)



Our top priority at Parexel is the health and safety of our colleagues, customers and patients that work for us, visit our offices or participate in the clinical trials we conduct.



## Corporate citizenship

Every year, Parexel supports organizations that share in our mission to keep patients — and people — at the heart of everything we do. By investing in a broad range of health-related causes, we put our Patients First focus into action.

We have a strong tradition of providing support to external, independent, not-for-profit organizations that support our shared goals to provide broad public benefit, advance world health and improve patient outcomes. We do this through donations, partnerships and volunteerism in the communities where we live and work.

These external, independent, not-for-profit organizations include patient advocacy groups and therapeutic associations. Parexel is committed to ensuring that our support of external, independent, not-for-profit organizations is conducted in strict compliance with relevant laws and regulations, industry codes, external standards and internal guidelines.

Parexel follows a policy that prohibits discrimination across race, color, religion, sex, gender identity, sexual orientation, national origin, citizenship, age, marital status, veteran status or disability. We do not fund or support any philanthropic cause or activity of any non-religious organizations that have a written policy that is counter to our nondiscrimination policy.

## Our purpose drives culture

(continued)

### 2023 charitable donations

---

- › **American Cancer Society** – ACS Cares
- › **CISCRP** – 2023 Medical Heroes Appreciation 5k Run & Walk - Participating Sponsor
- › **Connecticut Cancer Foundation** – 2024 Celebrity Dinner and Memorabilia Auction - Gold Glove Sponsorship
- › **Friends of Cancer Research** – 27th Annual Cancer Leadership Awards Reception Partners
- › **Global Genes** – 2024 RARE Corporate Alliance Leadership
- › **Huntington's Disease Youth Organization** – Donation in honor of Seth Rotberg, GL&SS Patient Keynote Speaker
- › **Leukemia-Lymphoma Society** – Presenting Sponsor for The Leukemia & Lymphoma Society's Triangle Light The Night and Boston Light The Night Sponsor
- › **Make-a-Wish** – Wish Ball Sponsor
- › **n-Lorem Foundation** – Nano-rare Patient Colloquium
- › **Susan G. Komen** – NC Triangle Race for the Cure - Ruby Level Sponsor; MA More than Pink Walk - Ruby Level Sponsor
- › **Syngap1** – Rare Disease Run Supporter
- › **Team Drea Foundation** – #179 Sponsor



Parexel is proud to support these organizations with various initiatives throughout the year. To highlight a few examples:

### Leukemia & Lymphoma Society's Light the Night



We were thrilled to have our colleagues, friends and families join Team Parexel in North Carolina and Massachusetts for the Leukemia & Lymphoma Society's (LLS) Light the Night event. Donations from this important annual fundraising event help to raise awareness of blood cancers and fund research for new treatments. In 2023, Team Parexel made a significant positive impact on blood cancer drug development for patients and their families as a presenting sponsor for the Light the Night Triangle event in North Carolina, raising more than \$200,000. We are excited to continue our support of LLS in 2024 to shine a bright light on the darkness of cancer.

### Ronald McDonald House



Parexel colleagues volunteer at local Ronald McDonald House Charities in North Carolina, providing home-cooked meals to families/ caretakers whose children are receiving medical care at nearby hospitals. Volunteers handle grocery shopping, cooking on-site and packaging meals into to-go boxes for guests to take at their convenience.

Our purpose  
drives culture  
(continued)

### Rare Diseases Run



More than 800 Parexel colleagues worldwide raised awareness of Rare Disease Day by participating in the SYNGAP Elternhilfe e.V. Rare Diseases Run. Participants walked, ran, rolled and cycled

their favorite routes to raise awareness and generate funds for nonprofit organizations dedicated to rare disease research and patient support.

### Star Spangled Salute

Parexel served as a sponsor for the Veterans Bridge Home's "Star Spangled Salute" Gala, an event advocating for and connecting veterans, service members and their families in the greater Charlotte, North Carolina area.



# Environmental responsibility

Parexel is focused on advancing world health and with that comes a responsibility to minimize the risks posed by climate change. To live our mission and put patients first, it's important to recognize the risks that climate change poses to human health and the collective action it requires to mitigate its damage. Across our business, we're always looking for ways to reduce our environmental footprint while increasing our operational excellence. Whether it's increasing our occupancy in green buildings, enabling sustainable travel methods to reduce emissions or advancing decentralized green clinical trials, Parexel is committed to doing our part to create a healthier planet.



## Our approach

As a global company, we're committed to ambitious environmental goals we intend to achieve over the next several years. In addition to our company-specific goals targeted for completion in 2025, our Science Based Target initiatives (SBTi) targeted for 2030 each strive to go beyond our current objectives. Together, these goals define our ambition to foster climate resiliency through the implementation of a comprehensive and multifaceted strategy.

Parexel's private equity owner EQT was the first private market firm to set SBTi across its portfolio. EQT encourages environmental responsibility and therefore encourages Parexel to pursue SBTi goal validation and meet a 100% green energy requirement. We've continued to raise the bar for ourselves and in March 2024 submitted science-based emission reduction targets for validation, setting a pathway to achieve net-zero value chain greenhouse gas (GHG) emissions (Scopes 1, 2, and 3). We are working to accomplish this no later than 2050, enabling us to achieve the 100% green energy compliance required by EQT of its portfolio companies. Setting the stage for catalyzing action, we expect our science-based targets to be validated in 2024 and are working toward them confident of approval.

In 2023, we participated in the EcoVadis assessment process for the ninth consecutive year, increasing our score to 60 points from 58 points in 2022 and maintaining our Silver rating and ranking in the top quartile of companies for the second straight year. The accomplishments of our environmental program place Parexel in the top 7% of organizations in the scientific research and development category and our sustainable procurement program ranks us in the top 1% in our field.

In August 2024, Parexel will submit our 2023 emissions to the Carbon Disclosure Project (CDP) for the 2024 disclosure. This marks our 10th consecutive year of working to improve as a company as demonstrated by the increase in our CDP Climate Change score over the years to a "C" and our Supplier Engagement Score to a "B-". Our dedication to stabilizing our global temperature increase to be in line with the 1.5°C global goal is evident in our efforts to address climate change.

### Earning recognition from our customers

Parexel was named a 2023 Sustainability Partner by global biopharma company UCB for its commitment to ambitious climate targets and successful integration of effective sustainability practices.

# Environmental responsibility

(continued)

Parexel's business is primarily office-based, and in turn, we have focused on reducing emissions by enhancing energy efficiency in buildings and counterbalancing emissions produced by our fleet of vehicles and our third-party providers. This commitment is further demonstrated through our involvement with the Climate Group RE100, a global corporate renewable initiative that commits businesses to 100% renewable electricity. Furthermore, our Sustainability Charter aligns with the Coalition for Environmentally Responsible Economies (CERES), which aims to accelerate the transition to a cleaner, more just and more sustainable economy.

We've made this a priority focus in both 2022 and 2023, and achieved 100% renewable energy through local energy options, increased occupancy in energy-efficient buildings and the purchase of Energy Attribute Certificates (EACs) to assist in neutralizing our market-based Scope 2 consumed electricity worldwide. Notably, we increased our occupancy in green certified properties to 47% in the first quarter of 2024, and are on track to reach 50% occupancy by the end of 2025 from the 23% baseline set in 2019. This milestone alone has resulted in a reduction in energy needs by 55.9% from a 2019 baseline.

## Environmental governance

Environmental governance at Parexel is focused on setting corporate climate targets, integrating climate-related risks into the strategy, prioritizing environmental commitments and offering oversight on implementation of action plans.

Parexel's Board of Directors provides oversight on climate-related strategies with an annual review and periodic updates on progress.

Our CEO is responsible for guiding Parexel's climate strategy and approving environmental and sustainability-related goals. Our Chief Procurement Officer and Head of Corporate Services oversee our environmental efforts, including internal stakeholder engagement efforts, management of our ESG Committee, and counseling individuals and teams advancing our environmental program.

Regularly scheduled meetings with the EQT Steering Committee; Parexel's Audit, Compliance, Environmental, Social and Governance Committee of its Board Committee; ESG Committee and other individuals dedicated to our environmental program reinforce our commitment to promoting accountability and prioritizing ESG matters to help generate positive impacts.



# Environmental responsibility

(continued)

## Parexel year-end 2025 environment goals

**Global green properties** Increase our occupancy in green properties to 50% by the end of 2025 from the 23% baseline set in 2019.


**Renewable energy use** Increase our total energy consumption coming from renewable energy to 100% by the end of 2025 from the ~9% baseline set in 2019.


**Travel and company car fleet** Reduce CO2 emissions from air travel by 20% from the ~20.06M CO2 kg baseline set in 2019, and the average fleet emissions\*\* by 50% from the average 123 g/km of CO2 baseline set in 2019, by the end of 2025.


**Sustainable procurement** Establish Scope 3 metrics based on our top 100 suppliers by end of 2022 and reduce Scope 3 emissions from our supply base by 25% by 2030.


**Patient sustainability** Introduce a sustainable clinical trial framework by 2025, including methods to ensure patient population resiliency and reduce waste and alternative study approaches to lower CO2 emissions.


## Environmental progress achieved in 2023\*

 47% of our global operations are in LEED or BREEAM buildings as of Q1 2024, on track to achieving our goal of 50% green occupancy by 2025.

 For the second consecutive year, a 100% renewable energy goal was achieved through local energy options and green building occupancy supplemented with minimal reliance on Energy Attribute Certificates (EACs).

 34% reduction in CO2 emissions from air travel in 2023 from a 2019 baseline and reduction in average emissions from our company car fleet from a 2019 baseline of 123 g/km to 104g/km, a 15% reduction.

 Our Scope 3 baseline was completed on time and 92% of preferred suppliers reported ESG or CSR performance. As a component of our 2030 SBTi, we have targeted a 25% reduction in emissions in our supplier base.

 We work alongside both the Pistoia Alliance and the Sustainable Healthcare Coalition in the pursuit of establishing baseline measurements related to greening of clinical trials. We currently monitor waste of supply chain material in clinical trials and use decentralized monitoring when possible to lessen our impact on the environment.

\*2023 unless otherwise noted

\*\*For all current cars plus new car orders

## Climate action

Parexel uses definitions of Scope 1, 2 and 3 GHG emissions from the World Resource Institute's Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard (GHG Protocol). The GHG Protocol defines Scope 1 GHG emissions as emissions from owned or controlled sources such as on-site fuel combustion and fleet vehicles. Scope 2 emissions are those from indirect sources such as purchased electricity, and Scope 3 includes indirect emissions in a company's value chain.

As of 2023, we follow an activity-based model for purchased goods and services rather than a revenue-based model, allowing us to collect Scope 3 data and provide more accurate models for the analysis of emissions. Parexel's GHG emissions data is undergoing a limited assurance process, which will be completed in the latter half of 2024.

Total GHGs (in metric tons)* **	2019	2020	2021	2022	2023	Improvement to 2019 baseline
Scope 1	15,510	15,426	3,013	3,104	2,924	-81.2%
Scope 2 (Location-based)	15,750	15,781	9,624	6,017	6,943	-55.9%
Scope 2 (Market-based)	11,632	11,223	9,572	0	0	-100.0%
Total GHGs (Location and market-based)	27,382	27,004	19,196	6,017	6,943	-74.6%
Scope 3 (Spend-based)	Not reported	Not reported	912,602	961,305	288,498	2023 scope 3.1 activity based
Total GHG intensity			954,007	976,442	298,365	69.4%



Parexel achieved an EcoVadis Silver Rating for the second consecutive year, placing our company in the top 12% of companies overall rated by EcoVadis in the scientific research and development industry.

# Environmental responsibility

(continued)

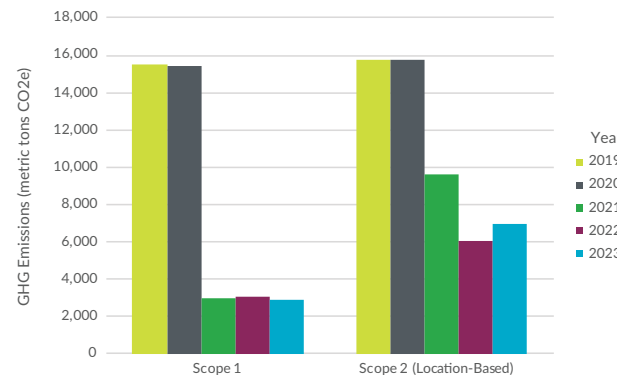
In 2023, we saw reductions in our Scope 1 and Scope 3 emissions, attributed primarily to our reduction in office space, lower emissions from our car fleet and increased engagement with suppliers:

- › For our Scope 1 emissions, we reduced the number of company-operated vehicles and reduced the usage of office space paired with a move to more energy-efficient properties.
- › For our Scope 3 emissions, we evolved our calculation model in 2023 to improve the granularity of our data for purchased goods and services based on the NAICS code. We will recalculate our Category 1 emissions based on the 2023 calculation method in the near future.
- › For Scope 2, we saw a slight increase in our location-based emissions in 2023 due to improved accuracy of measurement mechanisms used to quantify our electricity emissions. Enhancing the way we collect data produced higher values that pinpoint where future improvements can be made.

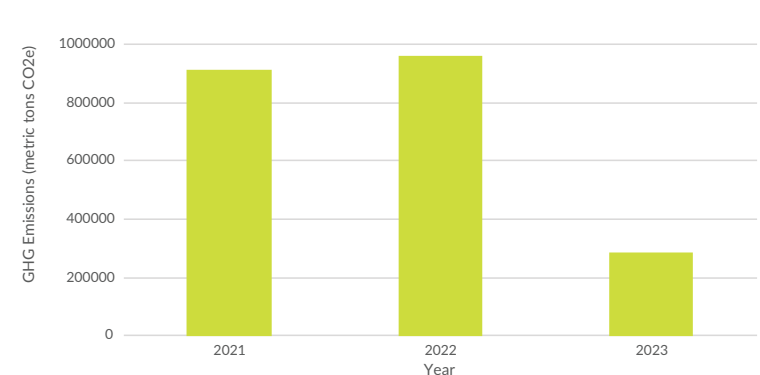
We also supplemented our green initiatives with the purchase of Carbon Offset certificates for Industrial Process Emissions Reductions to achieve a 100% reduction in Scope 1 direct emissions. These follow the American Carbon Registry (AHR) Standard for quantification, monitoring, reporting, verification, registration and issuance of project-based GHG emission reductions and carbon credits.

Across industries, Scope 3 emissions make up the most significant portion of the business value chain. Parexel is taking steps to engage with suppliers to continuously improve tracking, management and verification of data to achieve our environmental goals to help address the threat of climate change. The procurement of goods and services is a significant contributor to our Scope 3 emissions and therefore, we expect all of our suppliers to adopt ambitious targets similar to ours.

Reductions in Parexel's Scope 1 & 2 emissions over time



Reductions in Parexel's Scope 3 emissions over time



## Energy use

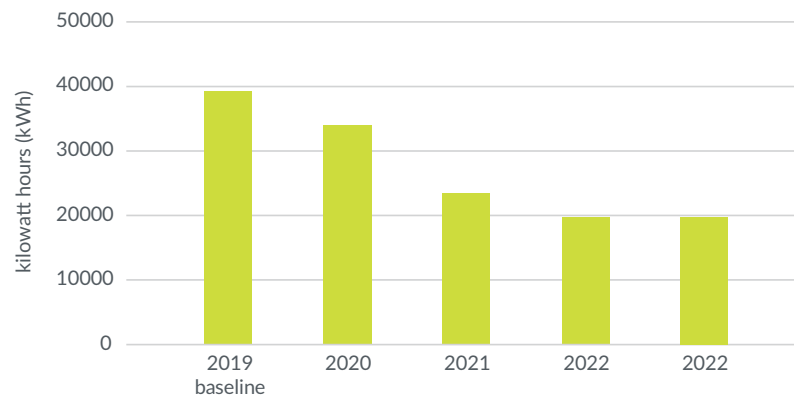
Parexel continues to take steps to reduce our energy consumption and has committed to sourcing 100% of our purchased electricity from renewable energy by 2025. In 2023, we reduced our total energy usage to 19.5 MWh from a 2019 baseline of 34.03 MWh – achieving a 55.3% reduction within five years.

We are monitoring our energy usage and working to transition our operations to renewable energy resources to reduce our footprint. We are achieving this through energy metering to monitor and measure energy consumption across our facilities, completing periodic energy audits to assess areas where improvements can be made, setting energy-related KPIs, identifying alternative renewable energy sources, and engaging our employees and stakeholders in a way that promotes an energy-conscious culture.

Today, more than 19% of Parexel's consumed electricity is from renewable energy sources. Our combined strategy to occupy a greater number of green buildings and purchase Energy Attribute Certificates (EACs) balances the gap in our energy use, enabling us to achieve 100% renewable energy. Purchased EACs meet the Renewable Energy 100 Technical Criteria for achieving 100% renewable energy use. By implementing these energy-optimizing measures and fostering an energy-conscious mindset, Parexel has successfully reduced energy usage and continues to strive for ongoing improvements in energy efficiency and sustainability across our operations.

### Reducing energy emissions

Parexel's energy use from 2019 (baseline) – 2023





## Global green properties

Parexel is proud of the efforts we've made to ensure our offices across the globe are environmentally responsible. As of March 2024, 47% of our spaces are now LEED or BREEAM certified putting us well on our way to increasing our occupancy in green properties to 50% by year-end 2025.

In 2023, we continued to expand our Flexible Work Arrangement program, which positively impacts our environmental footprint by reducing our daily need for physical office space. Our employees have various work classification options of stationary, flex, mobile and decentralized work designation. Approximately 75% of our workforce is hybrid or works from home, and we have reduced our office footprint by 53.8% since 2019.

Baseline metrics were established in 2022 to monitor the performance of our sustainable efforts for the purposes of our SBTi submission. We have continued to divert obsolete material from landfills through initiatives such as our work with a major furniture supplier to ensure our office furniture is recyclable. Additionally, we continue to strive toward using 50% or more recycled or reclaimed products in new construction or office renovations and enhancing the greening of our procurement supply chain.

## Employee Impact

Every member of the Parexel team has a role to play in reducing our environmental footprint, including:



### Data & technology

Migrating data centers to cloud services, where possible.



### Site operations

Implementing waste management programs, including recycling and composting.



### Communications and HR

Using companywide communication channels to educate employees on sustainable practices, including energy conservation, recycling and water preservation.



### Training

Conducting training sessions to educate our colleagues on sustainable opportunities at the office and at home.

## Environmental responsibility

(continued)

### Earth Day 2023

Parexel employees participated in an Earth Day lunch-and-learn to discuss our commitment to our planet. Employees shared images of their sustainable living practices and environmental tips to inspire others to join these efforts. Taking meaningful actions to strive for a cleaner, safer and healthier world on Earth Day promotes a "We Care" spirit that helps our employees recognize the importance of environmental responsibility.



# Environmental responsibility

(continued)

## Travel and company car fleet

Parexel's Travel Policy encourages colleagues to embrace a hybrid approach using digital technology wherever possible to reduce air, train and vehicle travel. We enhanced this policy in 2023, enforcing modern micro-mobility and sustainable transport methods – including promotion of high-speed rail over flights for trips less than four hours in duration.

Through these efforts, we achieved a 34% reduction in CO2 emissions in 2023 from air travel from our 2019 baseline and are on track to meet our goal of 20% reduction by 2025.

2019 baseline	2023 air travel emissions
<b>~20.06M CO2 kg</b>	<b>10.43M CO2 kg</b>

Our current car fleet includes approximately 800 vehicles in Europe, the Middle East and Africa used by our colleagues to conduct business activities. Our goal is to reduce average fleet emissions 50% by year-end 2025 from our 2019 baseline.

2019 baseline average	2022 fleet emission reductions	2023 fleet emission reductions
<b>avg 123 g/km of CO2</b>	<b>down 4% to 118g/km</b>	<b>down 15% to 104 g/km</b>

\*For all cars plus new car orders

At the beginning of 2023, 100% of our new car orders were electric or non-plug-in hybrids. We expect that our entire fleet will be fully converted to electric or non-plug-in hybrids by 2026. For those employees interested in doing more to reduce their impact on the environment, Parexel offers alternative compensation options to leasing a vehicle.

### Green travel program case study: Reducing carbon footprint in clinical trials travel

Our long-term goal of sustainable mobility and green travel is in sight. In Germany, our pilot program prioritizing rail travel over flights has been a resounding success, reducing our environmental impact through several initiatives that encouraged traveling more sustainably. Today, 96% of domestic travel is conducted by train, using 100% green energy.

**Train usage:** Despite unforeseen challenges from strikes to weather conditions, we achieved an impressive 96% usage of trains for domestic travel in Germany. We traveled nearly 2 million passenger kilometers using local and long-distance trains, powered by 100% CO2-free green electricity.

**Air travel:** The total number of domestic flights was 111 for all of 2023, with more than 50% of these flights generated by just six employees. Of these, 35 flights were beyond the 4.5-hour accessibility by train, lowering the total number of trips to a net of 76 flights.

**Car rentals:** We reduced local bookings in 2023 to 53 rides – an approximately 30% reduction from the amount of average bookings before the COVID-19 pandemic – and we continue to encourage teams to use electric vehicles wherever possible to further improve our CO2 balance.

## Clinical trial sustainability

The Green Clinical Trial Framework (GCTF) is pivotal for Parexel, reflecting our commitment to sustainability within the realm of clinical trials. Climate change is a health issue, and clinical trials contribute to increasing emissions. We recognize this challenge as part of our sustainable efforts and look to avoid emissions produced from the development of life-extending and life-preserving medications. By considering the entire lifecycle of a trial, the GCTF aims to reduce environmental impact by enhancing our discussions with sponsors about eco-friendly strategies aligned with our goal of fostering a sustainable future.

Our framework is reflective of our dedication to innovation in environmental stewardship as we continue to explore and implement new opportunities for reducing our environmental footprint. In 2023, we expanded on our efforts to promote clinical trial sustainability by engaging in industry collaborations to develop strategies and promote best practices. Participating in both the Pistoia Alliance and the Sustainable Healthcare Coalition allow us to better understand how clinical trials can be conducted in the most sustainable manner and how to engage stakeholders across all areas. Our environmental governance leadership team members attend committee meetings across the year to gain insight and increase employee awareness.

## Environmental responsibility

(continued)

### Pistoia Alliance

Our work with the Pistoia Alliance — a global organization working to lower barriers to innovation in life science and healthcare R&D through pre-competitive collaboration — is focused on driving the industry toward more environmentally responsible research methodologies. Through this work, we continue to integrate sustainable practices into our core operations, further demonstrating our commitment to environmental stewardship in clinical research.

As part of Pistoia Alliance's initiative to lessen the environmental impact of clinical trials, we're collaborating to develop tools and methodologies that measure and reduce the carbon footprint of clinical research. Our involvement has significantly advanced adoption of eco-friendly practices in clinical trials and we're leading efforts to quantify environmental impacts and devise effective reduction strategies.



# Environmental responsibility

(continued)

## Sustainable Healthcare Coalition

In 2023, Parexel became a member of the Sustainable Healthcare Coalition (SHC), which is aligned with our mission to reduce the environmental impact of clinical trials. As a new member, we're dedicated to collaborating with SHC in crafting industry-leading guidelines for measuring the carbon footprint of pharmaceuticals and medical devices. This commitment underscores our dedication to sustainability and innovation in pursuit of excellence. As an example of upcoming initiatives we'll:

- › Contribute to the development of the **Eco-Design Tool**, which will play a crucial role in managing carbon emissions during clinical trials.
- › Participate in the industry's **Low Carbon Clinical Trials (iLCCT)** consortium, which involves developing an assessment framework for commercial trials and provides a platform for our teams to work alongside key customers within a recognized framework.
- › Support the publication of strategic papers that focus on **reducing carbon footprints in clinical trials**, contributing to the global dialogue on sustainable healthcare.

We're also excited about the potential to contribute to the **Care Pathway Carbon Calculator** — an innovative tool designed to estimate the carbon footprint of patient care pathways.

## Sustainable procurement

Strong supplier relationships are critical to reducing our Scope 3 emissions and collectively reducing our environmental impacts. Our [Supplier Code of Conduct](#) — introduced in 2021 — outlines our expectations of our partners to strengthen their environmental practices. These standards are an integral part of the criteria we set for selection of new partners and are included in our request for proposal-sourcing processes, all of which are accessible to the public.

Our Procurement team periodically reviews the ESG efforts and sustainability goals of our top suppliers to ensure alignment with our journey. In 2023, we established Scope 3 emissions metrics based on our top 100 suppliers as well as a goal to reduce emissions from our supplier base 25% by 2030 from our 2021 baseline. Based on a review of our preferred supplier ESG program and CSR actions, we currently stand at a commendable 92% and are proud to have received a “B-” rating with CDP for Climate Change and Supplier Engagement in 2023, marking year-over-year improvement. Moving forward, we'll continue to implement emission reduction targets alongside our partners in line with these goals.

### Environmental Code of Conduct

Parexel seeks to create a sustainable environment and we require our suppliers to do the same. In 2023 we integrated our Environmental Code of Conduct (Environmental Code) into all existing supplier agreements. As part of these agreements, suppliers must comply with laws regarding environmental practices, striving to consistently improve their own environmental performance and reduce their environmental footprint.

# Environmental responsibility

(continued)

## Energize

In 2023, Parexel joined Energize, a collaboration led by Schneider Electric and 18 global pharmaceutical companies. Launched in 2021 out of COP26, the effort aims to engage suppliers in the adoption of renewable energy and reduction of greenhouse gas emissions within our supply chains. Energize provides energy education as well as a pathway to purchase renewable energy through a cohort, reducing costs and complexity.



## Enabling supply chain diversity

Our Scope 3 emissions program is backed by a continued commitment to increasing the diversity of our supplier base. In 2023, our spend with small and diverse suppliers was more than 11.7% of our addressable total.

Several Supplier Diversity Initiatives supported these efforts, including memberships with Minority Business Enterprise (MBE) organizations, including the Greater New England Minority Supplier Development Council (GNEMSDC) and Carolinas Virginia Minority Supplier Diversity Council (CVMSDC), as well as Women's Business Enterprise National Council (WBENC) affiliates. These memberships help to improve our visibility to suppliers and also develop stronger networking opportunities for outreach and inclusion.

In addition, Parexel has recently partnered with the Supplier Gateway to implement Tier 2 reporting with our primary suppliers. Our Procurement team has updated its strategy and processes to ensure supplier diversity/sustainability, including modifying agreement templates to incorporate supplier diversity/sustainability clauses and the "Rule of 1+" program promoting the inclusion of at least one diverse supplier on all request for proposals (RFPs).

Ethics and integrity are the foundation of Parexel's operations and are essential to our continued success. Having strong governance and an ethical culture improves our company's decision-making, adaptability and reliability. Central to our commitment are our employees, who we encourage to conduct business with honesty, transparency and respect. Through these principles, we continue to enhance our operations, ensuring our values instill trust and confidence in our customers, patients, suppliers and sites.



## Our approach to ethics and compliance

Our core values represent what we stand for and what we believe in – Patients First, Quality, Respect and Empowerment and Accountability. We believe it's not just about the results we achieve but how we achieve them – by conducting business with honesty, integrity and respect.

An important element of Parexel's commitment to these standards is our Compliance program, developed based on the U.S. Department of Justice's expectations for an effective corporate compliance program with the aim to promote ethical behavior and ensure compliance with all applicable company policies, applicable laws and regulations, and industry standards.

Our Board of Directors' Audit, Compliance and Environmental, Social and Governance Committee ("Audit Committee") and senior leadership play a critical role in promoting and maintaining transparency, and creating a culture of integrity. The Audit Committee exercises oversight of the Compliance program and the effectiveness of its framework to ensure the organization identifies, manages and mitigates compliance risks, and adheres to legal and ethical standards and industry codes. Parexel's Chief Compliance Officer reports to the Audit Committee on a quarterly basis to review the company's Compliance program, initiatives and material compliance matters.



In today's complex environment, ethics and compliance have emerged as paramount pillars for sustainable success. Upholding the highest standards of ethics not only builds trust among stakeholders, it fosters a culture of integrity that drives innovation and fosters long-term resilience. Compliance, on the other hand, ensures that we not only meet legal requirements but also demonstrate our commitment to ethical conduct. By prioritizing ethics and compliance, we not only protect Parexel's reputation, but also contribute to a better world for all.

**Mike Crowley, Chief Administrative Officer and General Counsel**

## Ethics, values and compliance

### Continuous improvement

At Parexel, we're continuously seeking to improve our Compliance program and bring innovative solutions to our compliance risk management activities. Our 2023 initiatives included:

- › Enhancement of our third-party risk management process by collaborating with our Procurement and Legal teams to develop and launch a new business-directed guidance site, including processes and tools for supplier owners to ensure they understand and comply with supplier qualification, due diligence and contract requirements.
- › Implementation of a new system to identify and conduct due diligence of Beneficial Owners for suppliers in high-risk locations.
- › Implementation of Integrity Conversation Toolkits to help managers hold regular compliance discussions with their teams.
- › Securing 100% completion of employee Conflict of Interest disclosure questionnaires for colleagues at the Senior Director level and above.

## Board of Directors

Parexel's [Board of Directors](#) is composed of nine members – five are independent and provide outside influence and perspectives, one is a member of our executive leadership, two are from our controlling investors – EQT and Goldman Sachs Asset Management – and one is an expert from the finance and healthcare industries. Our Board diversity makeup is 44% women and 22% people of color. The Board has two committees: the Audit, Compliance and Environmental, Social and Governance Committee and the Compensation and Human Capital Committee.



## Ethics, values and compliance

(continued)



**Sheri McCoy**

Chairperson of the Board, Independent Director & former CEO and Director of Avon Products, Inc.



**Maykin Ho, Ph.D.**

Former Partner, Goldman Sachs



**Eric Liu**

Partner, Head of North American Private Equity and Global Co-Head of Healthcare, EQT



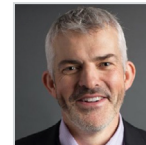
**Peyton Howell**

Chief Executive Officer, Parexel



**Michael Bruun**

Partner, Global co-Head of Private Equity, Goldman Sachs Asset Management



**Jamie Macdonald**

Independent Director and retired CEO, Parexel



**Bill Chase**

Independent Director and former CFO, AbbVie



**Susan Salka**

Independent Director and retired CEO and President of AMN Healthcare Services, Inc.



**John Groetelaars**

Independent Director and former CEO, Hillrom

## ESG governance

Parexel's Board of Directors oversees our ESG strategy and reviews it annually to ensure strong governance. Throughout the year, our Board is briefed on various ESG topics ranging from risk management and legal compliance to ESG-specific activities.

Our ESG Oversight and Governance Committee led by our Chief Executive Officer and Chief Procurement and Head of Corporate Services aims to integrate sustainability into our business strategy and operations. The committee meets quarterly to discuss material topic areas that are most important to our stakeholders and report on progress to enhance our sustainable efforts. Our annual ESG Report is one way we intend to show transparency in our journey. The committee's efforts include helping to ensure Parexel is on track with its ESG approach, including the five environmental goals we aim to achieve by 2025.

### Board



### CEO



### Chief Procurement Officer



### ESG Oversight and Governance Committee



### Material Topic Working Groups

## Ethics, values and compliance

(continued)

### Ethics and values

Demonstrating our focus on ethics and integrity, we regularly communicate with our colleagues on the importance of these matters and the role they play in bringing them to life.

Parexel completed our third annual Compliance and Quality Week in 2023 with more than 4,000 participants engaging in a variety of activities:

- › Colleagues attended lunch-and-learn sessions to learn about current hot topics in Compliance and Quality.
- › More than 10% of colleagues worldwide participated in one of our 18 interactive polling sessions to answer questions about our compliance culture.
- › Managers held Integrity Conversations with their teams using scenario-based toolkits covering a number of compliance risk-related topics.

**Code of Conduct:** Our Code of Conduct is a roadmap designed to guide our colleagues and other Parexel representatives in conducting themselves with honesty and integrity in all actions on behalf of our organization. Our code defines the principles, values, behaviors and standards that our organization considers significant and believes are fundamental to our successful operation. Ethical business conduct is embedded in every role at Parexel, with employees responsible for understanding and complying with the code. We never compromise our commitment to "Doing Business with Integrity." This is reinforced through annual Code of Conduct training for all employees and relevant third parties. Read our [Code of Conduct](#).



## Ethics, values and compliance

(continued)

**Speak Up Program:** Our Speak Up Program and policy encourage employees and third parties to ask questions and report possible misconduct any time they see or become aware of a suspected violation of laws, regulations or company policies and procedures. Employees and other third parties are provided with multiple reporting mechanisms, including reporting to their supervisor, line management, Legal and Risk Management, Compliance Officers, global leadership members or Human Resources. Issues can also be reported through a confidential ethics hotline (by online report or phone) operated by an independent third party. All reported issues are thoroughly investigated in a timely manner and retaliation is never tolerated. Disciplinary guidelines have been established as consequences for failing to follow company policy. Read our [Speak Up Policy](#) and [Ask a Question or Report a Concern via our Ethics Hotline](#).

**Annual training and education:** Our comprehensive compliance education program informs and reminds employees and contractors of Parexel's Core Values and expectations related to key compliance risk areas. It ensures compliance with Parexel policies as well as ethical, legal and regulatory obligations. Our Compliance Office is responsible for developing, refining and continuously improving a broad range of training education and communication plans and tools to foster and promote an ethical and compliant environment to positively influence employee behavior. Training compliance is actively monitored, documented and reported to our senior leadership.



Our Compliance Office is responsible for developing, refining and continuously improving a broad range of training education and communication plans and tools to foster and promote an ethical and compliant environment to positively influence employee behavior.

---

100% of employees are required to complete Code of Conduct, Anti-Bribery and Anti-Corruption, Speak Up program and Global Sanctions training

---

**100%**

of colleagues and contractors are required to complete annual online training and certification regarding our **Code of Conduct** and to act with honesty and integrity.

**100%**

of colleagues and contractors are required to complete annual online **Anti-Bribery/Anti-Corruption training** to ensure compliance with all laws, regulations and codes.

**100%**

of colleagues and all third-parties have access to our **Speak Up program** either through internal channels or an independent, confidential ethics hotline.

**100%**

of colleagues and contractors are required to complete annual online **Global Sanctions training** to ensure compliance with all applicable sanction regulations

# Ethics, values and compliance

(continued)

**Supplier Code of Conduct:** Our relationship with our suppliers is essential to our success. Parexel's Supplier Code of Conduct ('Supplier Code') is the foundation for creating a mutual understanding of our Core Values, beliefs and expectations with this stakeholder group to guide our work together.

In 2023, Parexel expanded our suppliers' Labor and Human Rights responsibilities to further align with our wider ESG efforts. Parexel expects all suppliers, their employees and subcontractors to comply with the letter and spirit of all applicable laws, rules and regulations in the countries in which they operate, as well as the principles set out in our Supplier Code. Read our [Supplier Code of Conduct](#).

**Human rights:** We respect human rights in all facets of our organization and our code prohibits the conduct of business with companies or individuals that violate human rights, including child labor; forced, involuntary, slave or indentured labor; human trafficking; modern slavery; and physical punishment.

Our Supplier Code contains provisions for labor and human rights, and suppliers that have contracts or purchase orders with Parexel must agree to the terms and principles within the Supplier Code of Conduct. Suppliers within our clinical GxP work undergo a robust qualification process that requires them to fill out and sign a qualification form, including human rights.

Any activity that may violate human rights can be reported to the Chief Compliance Officer or to the Ethics Hotline.

## Enterprise risk management

Parexel and the company's Leadership team and Board of Directors are committed to our customers, patients and employees and to protecting and enhancing our business and reputation.

Our Enterprise Risk Management Committee (ERMC) oversees our Enterprise Risk Management (ERM) risk management framework across the organization. Our ERM framework is structured around ISO 31000:2018 and Committee of Sponsoring Organizations (COSO) Enterprise Risk Management principles.

Parexel's risk strategy is to establish and maintain an integrated ERM framework that supports risk and opportunity identification aligned with our corporate values, strategy and objectives. Our ERM framework is based on a top-down and bottom-up approach that supports all business areas to identify the material enterprise risks that could impact the attainment of our business objectives. It's comprised of the following elements:



## Annual risk assessment

Our team participates in an annual Enterprise Risk Assessment survey to assess the types of risks facing our company and provide insights into a variety of risk areas. This assessment is used to determine the effectiveness of existing risk mitigation strategies and prioritize the risks on which to focus our attention.

### Governance & culture

- › Parexel Board of Directors
- › Executive Leadership Team
- › Enterprise Risk Management Committee
- › Project, Department and Business Unit risk functions

### Risk identification

- › Annual Risk Assessments
- › Global Risk Analysis
- › Emerging Risk Reports

### Risk assessment

- › Effectiveness of our internal controls is assessed when calculating the financial, operational and reputational probability and severity impacts
- › Risk Portfolio and Prioritization

### Control risks

- › Implement action plans for risks with identified gaps or risk levels outside of agreed target thresholds
- › Establish sub-committees comprised of leaders across the organization who regularly come together to advance action plans for material risks
- › Evaluate effectiveness of action plans

### Monitor risks

- › Quarterly ERM updates to the Board Audit Committee
- › Annual ERM Report
- › Risk registers to monitor risks across the organization
- › Follow-up surveys
- › Report on progress by risk owner

## Product quality and safety

At Parexel, quality and safety are foundational to our mission of delivering medicines to patients globally. We maintain a consistently high standard in both product and service delivery, adhering to customer and regulatory requirements (GxP) and clinical trial industry standards.

Our Quality Culture underpins our dedication to meeting applicable legal and regulatory requirements and best practices globally. This includes compliance with Good Clinical Practices (GCP) as defined by the International Council for Harmonization (ICH), the U.S. Food and Drug Administration (FDA) and the European Union Clinical Trial Regulation (2014 EU CTR) along with Good Manufacturing Practice (GMP), Good Pharmacovigilance Practice (GvP), Good Distribution Practice (GDP), Good Documentation Practices (GDocP), Good Pharmacoepidemiology Practices (GPP) guidelines/regulations and guidance from the ISO 9001 Quality Management System.

Corporate Quality – a dedicated function at Parexel – is responsible for maintaining and continuously improving our Quality Management System (QMS). Developed to ensure high-quality delivery, our QMS meets stringent customer and regulatory standards.

Our senior leadership sets clear expectations in support of our quality focus, emphasizing its importance so that every individual and stakeholder understands their role in maintaining high standards. Our independent Quality Assurance (QA) function ensures compliance through rigorous audits, facilitates customer and regulatory interactions during audits and inspections, and reports on quality adherence.

The Head of QA reports directly to our Chief Quality Officer with a secondary reporting line to the CEO. Quality oversight involves assessing operational execution to ensure compliance with established standards. Continuous quality data surveillance and analysis identify potential QMS issues and improvement opportunities, enabling Parexel to proactively manage risk and improve quality. We measure quality and risk mitigation in clinical trial management through established Key Performance Indicators (KPIs) and consistently engage with customers to discuss these metrics –enhancing productivity, quality and timeliness.

Our Corporate Quality Manual – accessible to all employees and supported by detailed process documents – outlines our QMS, detailing the responsibilities, commitments and interrelationships within our quality management framework.

## Product quality and safety



Globally, our pharmacovigilance, quality assurance and risk management services span the entire product lifecycle to ensure safety in our collaborations with customers and patients. We invest heavily in quality as evidenced by:

**660** customer audits conducted annually

**750** internal audits performed annually

**230** regulatory inspections annually including FDA

**31** countries with highly trained quality staff globally

Parexel has more than **2,700** pharmacovigilance and medical staff worldwide

We continuously invest in and refine our quality model, as evidenced by our extensive global operations and the high volume of audits and inspections we manage successfully.

In 2023, Parexel introduced the Parexel Precision Pathway – an end-to-end operational approach that prioritizes the timely delivery of clean data while driving efficiency, quality and predictability. Through the implementation of this new model, we have streamlined and strengthened our delivery, enhanced collaboration across the organization and driven growth for our stakeholders.

The Precision Pathway empowers our teams, utilizing leading tools and data to:

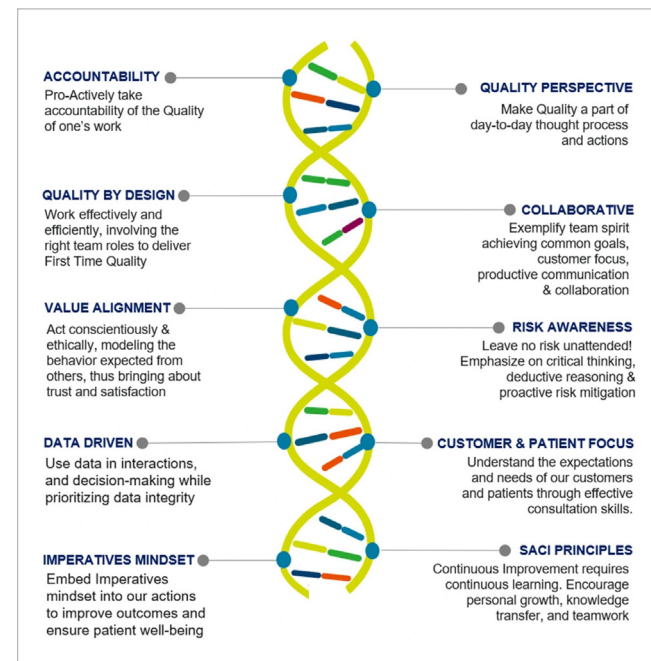
- › Proactively mitigate risks
- › Gain earlier insights
- › Enhance transparency
- › Streamline study start-up, site activation, and patient enrollment

This comprehensive approach helps us to meet the quality expectations of our customers and regulatory bodies, safeguarding patient interests and advancing global health.

## Product quality and safety

(continued)

Our Quality Culture Gold Standards – a set of behaviors and mindset developed by the Corporate Quality organization that aim to ensure excellent quality outcomes in everything we do – are shared with employees through various communications, including newsletters and innovative learning. In November 2023, we held our annual internal Compliance and Quality Awareness Week to engage employees and encourage them to align their daily work and decision-making with our quality focus.



## Responsible AI

At Parexel, we're applying Artificial Intelligence (AI) to our work with a focus on safety, efficiency and regulatory compliance. We've [established principles](#) we adhere to in order to ensure that Parexel respects the rights of all relevant stakeholders, mitigates or eliminates known risks and uses AI applications safely.

Given the strategic significance of AI technologies to our business, Parexel has created a robust governance structure with senior-level accountability for our pipeline of both developing and deployed AI solutions. Our AI Steering Committee includes representatives from our senior leadership team—including our Chief Quality, Administrative and Information Officers—and is chaired by our Chief Clinical Data and Digital Officer. This committee ensures AI projects offer a clear value opportunity and are carefully considered from a risk and quality perspective. Quality risks, issues and events associated with the use of AI technologies are also regularly reported to and reviewed by our Chief Quality Officer.

In addition, recognizing that regulatory agencies are formulating guidance on expectations for use of AI technologies in the drug development lifecycle, Parexel is actively engaged in supporting this process. For example, we've been invited to participate in US, European and APAC Agency-sponsored workshops where use cases are discussed and critiqued, and we see this as an opportunity to gain insights into emergent agency thinking, as well as share our own experiences and insights. In a similar fashion, we actively engage with industry bodies (including the Association of Clinical Research Organizations or ACRO) as a means to share pre-competitively and speed the advancement of fit-for-purpose AI-based solutions that enable more efficient drug development.

Active areas of investigation where we are bringing forward AI-based solutions include NLP-based tools to enable fast and accurate review of adverse events and GenAI-based tools to enable rapid review of published literature and public data resources to support protocol development/optimization and health technology assessment. In these and other use cases in development, AI can provide a means to manage a process that is and is becoming unsustainable with current manual processes.

Learn more about how we are [leveraging AI and digital in clinical development](#).

## Responsible AI



The future of generative AI in clinical research is bright! Certainly, significant challenges are ahead, but there are also tremendous opportunities that will help shape biopharmaceutical and clinical research for the benefit of patients around the world. Moving forward with urgency—and a clear plan of how to balance the benefits and risks—will ensure we get this right.

**Stephen Pyke, DIC**  
Chief Clinical Data & Digital Officer

## Data protection and privacy

In our everyday course of business, we collect and process the personal data of Parexel employees, clinical trial volunteers, investigative site staff, customer employees, business partners and their employees, independent contractors, agency workers and others. As an organization that keeps our employees, customers and patients at the heart of everything we do, we're committed to respecting data protection and privacy requirements and have developed policies and procedures that govern the processing of personal data by either Parexel or our business partners. We use many different systems to manage, process, receive and share this personal data.

Our companywide Data Protection and Privacy team is comprised of data protection and privacy professionals and officers who define our strategy, identify risks and opportunities, and improve our policies and standards. Our efforts are led by our Chief Privacy Officer and the data protection and privacy compliance program is outlined in our companywide data protection and privacy policies as controlled documents.

Our Data & Technology and Information Security teams work closely with the Data Protection and Privacy team to align on how we collect, store and move personal data and ensure our technical colleagues are aware of data protection and privacy requirements. Our Legal and Risk Management department provides additional support to make sure all documents — such as contracts, customer questionnaires and requests for proposals — meet our data protection and privacy obligations. As outlined in our business Code of Conduct, everyone at Parexel is accountable and responsible for following data protection and privacy obligations.

We emphasize the importance of data protection and privacy in our daily operations and engage with colleagues to facilitate learning and share best practices. Our companywide Data Protection and Privacy team maintains SharePoint pages to further embed data protection and privacy knowledge across the business and we expect colleagues to understand data protection and privacy principles, identify potential risks and raise any concerns. Regular trainings ensure our employees remain up-to-date with the latest developments and good practices such as integrating data protection and privacy by design and by default principles into business practices by deploying effective pseudonymization capabilities.

Maintaining data protection and privacy beyond and between organizational boundaries requires collaboration with peers, policymakers and regulators. For example, our active participation in the Association of Clinical Research Organizations (ACRO) enables us to exchange knowledge and expertise with peers on leading-edge data protection and privacy practices in the clinical research space.

## Data protection and privacy



As an organization that keeps our employees, customers and patients at the heart of everything we do, we're committed to respecting data protection and privacy requirements and have developed policies and procedures that govern the processing of personal data by either Parexel or our business partners.

## Cybersecurity

Caring for our colleagues, patients and sites is a top priority at Parexel. We place great importance on information security — including cybersecurity — to protect against cyber threats. We maintain a formal Information Security & Risk Program structured around NIST and ISO 27001 frameworks. The Cyber Security and Technology Quality program is managed by our Chief Information Security Officer.

The mission of our Information Security work is to safeguard the confidentiality, integrity and availability of our data, services and systems by providing proactive security expertise, measures and controls, and fostering a culture of security awareness and compliance across the organization. Our strategy is focused on implementing preventative controls, detection, analysis and response to cyber threats, cyber risks and resilience against cyber incidents. We continuously monitor threats, assess our tools and capabilities against evolving cyber threats, and make investments to protect our environment.

Parexel has implemented multiple layers of cyber protection and detection tools across our network, which we use to continuously and actively monitor our environment. For example, we employ firewalls, intrusion detection systems, web security measures, third-party risk management, end point protection and email security to protect our systems from malware, viruses and other types of malicious traffic. Additionally, we have instituted stringent access control protocols to oversee information flow and safeguard sensitive or restricted data from unauthorized exposure.

At Parexel, we acknowledge the crucial role our employees play in our cyber security and to this end offer ongoing training designed to enhance their awareness of information security risks and equip them with the best practices for safeguarding our systems. Ensuring our colleagues are well-informed and prepared to contribute to our collective cyber resilience is an important element of our comprehensive security strategy.

## Cybersecurity

### Cybersecurity training

---

Parexel has user awareness training in place for all colleagues. In addition, we conduct annual assessments (i.e. Penetration Test, Red Team, and Compromise Assessment) to evaluate and enhance our existing security measures.

### Testing our cyberattack crisis response

Cyber threats continue to escalate and increase globally, with attacks becoming more common, severe and sophisticated. Parexel actively monitors for threats on all levels, with sophisticated surveillance tools and a team dedicated to securing our environment. The company has also assembled a Cyber Incident Response team and developed a thorough crisis response plan for deployment in the event of a major incident.

To put this response to the test, in 2023 members of the company's Information Security, Corporate Communications and Legal teams participated in a cyber crisis response simulation held at the IBM X-Force Cyber Range Security Command Center in Boston to assess and exercise/test our security posture and maturity for engaging in a crisis. During the exercise, the team simulated management of and response to inquiries from customers, internal colleagues, external partners, media and other stakeholders — all in real time as the crisis was unfolding.



# Cybersecurity

(continued)

We also conduct spot checks, drills and security assessments to identify potential security threats and test the effectiveness of our security controls. In the event we detect a threat in our environment, we're ready to invoke our incident response plan and take immediate steps to eradicate, contain and remediate any security issues.

Parexel's Information Security Program consists of core functions aligned with NIST and ISO frameworks:

Identify		Detect	
<ul style="list-style-type: none"><li>› Enterprise Information Security Risk Management Committee</li><li>› Policies and standards</li></ul>	<ul style="list-style-type: none"><li>› Third-party risk management</li><li>› Data classification</li><li>› Cyber tabletop exercises</li></ul>	<ul style="list-style-type: none"><li>› Threat and vulnerability management</li><li>› Security monitoring (SOC)</li></ul>	
Protect		Respond & recover	
<ul style="list-style-type: none"><li>› Perimeter security</li><li>› Endpoint security</li><li>› Infrastructure security</li><li>› User awareness and training</li></ul>	<ul style="list-style-type: none"><li>› Security architecture</li><li>› Application security</li><li>› Identity and access management</li></ul>	<ul style="list-style-type: none"><li>› Cyber Incident Response Plan and team</li><li>› Cyber Crisis Management Plan and team</li><li>› Business continuity resiliency (back-up and disaster recovery)</li></ul>	

Our commitment to Information Security governance and ongoing dedication to the adoption of industry best practice reflects our desire to stay ahead of a constantly-evolving threat landscape. Our mature approach meets the SEC's cybersecurity requirements for publicly traded companies. We continuously prioritize security and ensure that our environment is protected from cyberattacks, and as a result of this robust security posture, Parexel had no known security breaches or incidents in 2023 resulting in material impact to our operations.

## ESG highlights



**First CRO** to introduce dedicated Chief Patient Officer

**250+ Decentralized Clinical Trials (DCTs) conducted since 2018**, improving patient access and engagement while contributing to a more sustainable future – reducing the environmental footprint associated with travel and promoting efficient resource allocation within the clinical trial ecosystem

**Enhanced our third-party risk management process**, including creation of an AI Steering Committee to oversee responsible deployment of our AI technologies



**47%** of our global operations are located in Leadership in Energy and Environmental Design (LEED) or Building Research Establishment Environmental Assessment Methodology (BREEAM) buildings

**45.6%** of VPs and above across the organization are women, up from **33.5%** in 2014

**16.4%** of women VPs and above in the U.S. are women of color, up from **8.6%** in 2014

**92%** of our preferred suppliers reported ESG or CSR performance



**75+** Patient Advocacy Groups engaged around the world, with **more than 14** strategic partnerships in support of patient communities and clinical trial awareness

**Collaboration with the Pistoia Alliance and Sustainable Healthcare Coalition** to develop tools that will play an essential role in measuring and reducing the carbon footprint of clinical research

For the second consecutive year, a **100%** renewable energy goal was achieved to counterbalance all Scope 2 emissions

## Awards and recognition



2023 HBA ACE Award



FlexJobs' Top 100 Companies to Watch for Remote Jobs in 2023



Of companies in the scientific research and development industry benchmark group, Parexel was rated in the top 12% overall, in the top 7% for environmental and in the top 1% for sustainable procurement

>>> We're always available for a conversation.

*With Heart*<sup>TM</sup>

Parexel International Corporation  
2520 Meridian Pkwy, Durham, NC 27713, USA  
+1 919 544-3170  
Offices across Europe, Asia, and the Americas  
[www.parexel.com](http://www.parexel.com)

© 2024 Parexel International (MA) Corporation.

parexel®

[Back to table of contents](#) ▶