

2022 CATALYST AWARD WINNER

Parexel

Leveraging Gender Partnership
to Advance Women in Leadership

parexel®

60
YEARS
CATALYST

>>> OVERVIEW

For most organizations, launching a diversity, equity, and inclusion initiative is daunting. The first hurdle is to recognize the need and gain executive support, but once the decision has been made, the possibilities of what the initiative might involve—not to mention who should do the work—can be overwhelming. Is it necessary to hire a team of people to gather and analyze data, write business plans, and create clever marketing collateral? And who will be accountable to whom?

Cultivating a diverse, inclusive, and equitable workplace doesn't always necessitate a complicated infrastructure and separate organizational chart. In the case of Parexel, a privately held clinical research organization with over 18,000 employees operating in more than 100 countries, the company was able to drive

the success of their diversity, equity, and inclusion initiative, *Leveraging Gender Partnership to Advance Women in Leadership*, with the help of a small team of diversity, equity, and inclusion professionals, professional volunteers, and the strong support of company leadership. This is in essence a culture-change initiative supported by a senior leadership team who demonstrates by example how to build an inclusive workplace, and then ensures this approach flows through to each region and business area, allowing them to take ownership over their own transformation.

This decentralization is in part behind the success of the initiative—it ensures that all of the different business units of the company are accountable for diversity, equity, and inclusion. By putting the success of the initiative in the hands of business leaders in

every part of the company, Parexel was able to effect meaningful change.

The *Gender Partnership* initiative at Parexel began in 2013 after a few women executives in the organization had a courageous conversation with company leadership. They pointed out that the reason the company had so few women leaders was not due to a lack of qualified candidates, but rather that women did not have the executive sponsorship that was an unwritten requirement for promotion—and many leaders wanted candidates who had “executive presence,” something that was unconsciously attributed to men.

This conversation led the leadership team to think more deeply about diversity, and the result was pivotal. The company hired Aida Sabo, its first global head of diversity, equity, and inclusion, to help increase women's representation at senior levels.

Ms. Sabo realized quickly that if she wanted to change the culture at Parexel, she shouldn't start by pushing quotas or focusing on improving company branding. The first step was to educate leadership in such a way that they would feel personally committed to making this change—by sitting across the table and telling them that their unconscious bias was impacting the company's ability to benefit from the contributions of many highly-qualified candidates. She arranged a series of talks from outside speakers and invited senior leaders to attend; this effectively constituted some of the company's first unconscious bias and inclusion training.

Her strategy worked. After the executives attended these sessions, the company further committed to women's leadership



“We are pleased to be recognized with a 2022 Catalyst Award for our commitment to gender inclusion and a culture that is supportive of all. From the diversity of patients in our clinical trials to our hiring practices, to diversity in our Board, Parexel is committed to fair and inclusive practices across every aspect of our global organization.”

JAMIE MACDONALD, CEO

development and the gender partnership initiative was launched. One of the programs instrumental to their success was Catalyst's **MARC** (Men Advocating Real Change), which allowed men and women to participate together to address gender equity through true partnership across and within genders. Through multi-day courses, leaders explored aspects of gender stereotypes for both men and women, unconscious biases in the workplace, and strategies for effective inclusive leadership to drive cultural change that would elevate an organization and impact its bottom line.

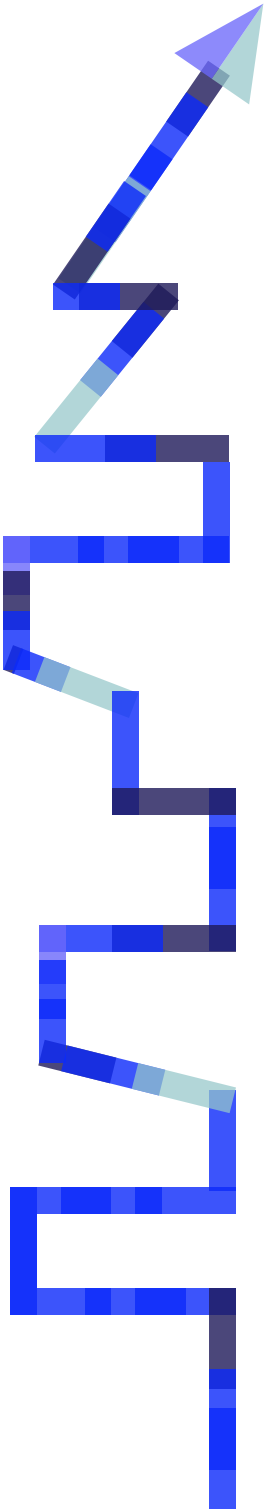
The year 2017 was another pivotal moment for Parexel: The company was acquired by private equity firm Pamplona Capital Management, which in 2018 hired Parexel's current CEO, Jamie Macdonald, and President, Consulting and Chief Commercial & Strategy Officer Peyton Howell. This was the beginning of a significant senior leadership and culture change for the organization.

Mr. Macdonald, Ms. Howell, and other senior leaders immediately launched an effort to set a new tone and instill culture change within Parexel, including a refresh of the company brand. They also broadened the company's diversity, equity, and inclusion focus and objectives, and further supported representational goals of women and people of color across gender. They further evolved the executive culture by their own actions, continuing to offer training for senior leadership and placing women and people of color across gender in visible leadership roles. The resulting culture change at the senior leadership level successfully permeated Parexel across regions, functions, and levels.

As a result of the *Leveraging Gender Partnership to Advance Women in Leadership* initiative, the representation of women globally within Parexel increased at least three percentage points across each job band level between 2014 and 2021. At senior levels, the numbers speak for themselves: the percentage of women senior vice presidents rose from 13.3% to 38.8%, and the percentage of women vice presidents rose from 32.3% to 50.3%. The representation of women, and particularly women of color, in the United States also increased across several job levels, with representation of women of color increasing from 0% to 10% at the SVP level, and from 3.3% to 14.8% at the VP level. Parexel's new board of directors includes 57% women and 29% women of color.

"Increasing women in leadership and diversity in general is not just the right thing to do; it is critical to our success as a company. We must reflect the populations we serve."

PEYTON HOWELL,
PRESIDENT, CONSULTING
AND CHIEF COMMERCIAL
& STRATEGY OFFICER



To accomplish so much with an extremely streamlined diversity, equity, and inclusion staff, Parexel worked hard to identify which steps would have the most impact on the entire company. This effort shaped the initiative into a simple framework that focuses on setting the tone through leadership, addressing unconscious bias, establishing a network of regional committees to spread the message, intentionally placing women from historically marginalized races and ethnicities in visible roles of influence, and creating meaningful programs that connect women with the sponsors they need to advance.

CULTURE CHANGE AT THE TOP

Mr. Macdonald and his senior leadership team knew that they could not create a meaningful culture change among company leaders without creating a real sense of conviction that change was both necessary and good. A combination of unconscious bias training and intentionality around representation among senior leadership were critical pieces of this initiative.

Unconscious biases are those that, by definition, we are the least aware of, and they can be very difficult to address without making employees feel defensive (“I am *not* racist!!”) and then less receptive (“This is a waste of my time!”). Even before the leadership change at Parexel, Ms. Sabo had brought in “Project Implicit,” a nonprofit organization that studies bias, to provide unconscious bias training to the prior CEO and his direct reports. The objective was to help them recognize their own biases and, in the words of Ms. Sabo, “*call each other out*” in a safe way. This was a critical step in changing the mindset at the leadership level and paved the way for the efforts of Mr. Macdonald a few years later, both in the external training he arranged for all senior leaders and his attention to diversity across multiple dimensions of identity in creating his team.

Parexel’s leadership development programs for women, programs such as MARC, and training on unconscious bias, gender equity, and other topics succeeded in creating the safe and supportive environment employees need to be able to see

their own biases, and the culture change at the senior leadership level has permeated Parexel across regions, functions, and levels.

Training is now offered to employees on a rolling basis, and over 500 employees (referred to within Parexel as “colleagues”) have participated.

OVERSIGHT

Parexel’s two-person Diversity, Equity and Inclusion team develops and implements the initiative and guides grassroots efforts across the global organization. The company also formed a Diversity Executive Committee (DEC), which includes members of the executive team, to provide further oversight. This committee meets quarterly to review KPIs, goals, activities, and representation data, and then shares this information with company-wide committees that decide which projects and topics are relevant to their unique needs. The company-wide committees—each sponsored by an executive—cover a range of subject matters, functions, and regions. These committees are key to maintaining the decentralization that characterizes Parexel’s initiative.

SENIOR LEADERSHIP SETS THE STAGE

When employees talk about what changed the culture at Parexel, they point again and again to the appointment of Jamie Macdonald as CEO and Peyton Howell as President, Consulting and Chief Commercial & Strategy Officer.

From the moment that Mr. Macdonald stepped into the C-suite, he has focused on identifying talented women and making them more visible at the senior leadership level. Through his own hiring choices, he made it clear that there isn’t a single manner or management style that exemplifies the “executive presence” code for the “think leader, think male” mindset that had been an obstacle for women seeking senior leadership positions. Mr. Macdonald demonstrates by example that people can show up as their authentic selves.

Mr. Macdonald and his leadership team also recognize that for culture change to be most

effective, the public face of Parexel must be consistent with the culture inside the organization. Parexel has made it clear through its brand refresh that people are at the heart of everything it does, an important signal that the company had genuinely changed from the inside out. With a Patients-First culture, the company shows in words and action why clinical research matters for everyone.

DECENTRALIZATION MEANS GLOBAL REACH

By maintaining a relatively small DEI staff, Parexel aimed to stay focused on identifying the actions that have the most impact, rather than creating a laundry list of things to do that might or might not be effective. At the same time, the company needed to instill a culture of diversity, equity, and inclusion throughout the organization, with more than 18,000 employees and operating in more than 100 countries.

Parexel accomplished this by creating a lineup of

company-wide committees that engage business leaders who then disseminate the message of diversity, equity, and inclusion to all employees. The directives of these committees feed into regional, functional, and business unit committees that implement the strategy in the way that best reflects the needs of their people. Even better, the large number of committees mean that a greater number of employees have an opportunity to get involved, and participation in the initiative's programs (see below for information on Wisdom Circles, Women in Leadership, and Change Makers) often leads to participation in committees and related diversity and inclusion work.

The first of these committees, the **Gender Partnership Steering Committee (GPSC)**, was established in 2014 with the launch of Parexel's diversity, equity, and inclusion initiative. The GPSC is made up of executives from across the business who share a common goal: to "promote a work environment where all genders can flourish

PATIENTS-FIRST: MORE EQUITABLE CLINICAL TRIALS

Parexel's dedication to diversity is not limited to its workforce. The company's raison d'être is to create pharmaceutical products that are safe and effective for the populations that use them, and in order to accomplish this, diversity among its clinical trial participants is critical. Yet diversity has not been the default in the industry, as White patients are typically overrepresented in clinical trials.

Parexel is committed to engaging with patients across races, ethnicities, and cultures in order to understand and mitigate the barriers they face. After all, investigators cannot fully understand the safety, efficacy, and value of a potential new medication to the general public using a homogeneous study population. Yet complex issues continue to affect who ends up participating in clinical trials, both issues of opportunity to participate and access to trials and trial locations.¹

Parexel is also influencing the patient experience for members of the transgender community, improving how they are treated by staff and how medicines are designed to meet their needs.

As Parexel noted in a recent report: "Today, the pharmaceutical industry is gaining a much better grasp of the social determinants of health and health outcomes. Candid discussions between academia, industry, patients, advocacy organizations, physicians, and communities provide insight into ways to effectively improve diversity in clinical research."² Parexel is committed to using these insights to the benefit of the public.

and create value for Parexel, our customers, and shareholders.”³

In the years that followed, Parexel established several other diversity, equity, and inclusion-related committees:

- The **Talent Acquisition Committee**, launched in 2017, aims to “attract and build a diverse workforce that leverages different experiences and perspectives, creating added value for Parexel and relating to our diverse clients and patients.”⁴
- The **Multicultural Committee** was established in 2019 with the mission to “advance an environment of inclusion to better collaborate and deliver excellence as we work across ethnicity/nationality, culture, and regions.”⁵
 - » **BEACON (Black Employee Advisory Consortium)** is a subcommittee of the Multicultural Committee and was launched in February 2021. BEACON functions as both an internal advocate and resource for Black colleagues. It also assists in providing insights into Black patients’ perspectives and needs, and in fostering trust among those participating in clinical trials. It further supports Parexel in recruiting Black talent,

nominating people of color for leadership development programs, and providing strategic guidance relating to race/ethnicity.

- The **Parexel Pride Committee** was formed in 2019. Its goal is to “advance a culture where colleagues can bring their whole selves to work through the inclusion and awareness of our LGBTQ+ patient, colleague, and customer communities.”⁶
- The **Supplier Diversity Committee**, launched in 2020, aligns with the “Suppliers” pillar of Parexel’s strategic vision. The committee augments ongoing efforts to identify suppliers operating under one or more supplier diversity certifications.
- The Diversity Executive Committee also recently approved the creation of a new **Disability Steering Committee**, which was launched in 2021. It is focused on “representing those who have a disability—hidden or visible—or who care for or about someone who does.”⁷
- **Regional Diversity and Inclusion Engagement Committees** operate in Argentina, Brazil, North America, India, Japan, China, Germany, Romania, South Africa, and the UK-Ireland.

Under guidance from the DEI executive committee,

“We define diversity at Parexel as all the difference that you bring, and inclusion as a choice we each make to include others. People need to feel valued, respected, and supported, and then they are able to do their best work.”

AIDA SABO, VICE PRESIDENT AND GLOBAL HEAD,
DIVERSITY, EQUITY & INCLUSION

regions set their annual strategy, launch programming and support inclusion training, and drive multiple actions to promote awareness of and the advancement of diversity, equity, and inclusion across the business. This decentralized approach has enabled each region to take accountability for its own successes and driven some location-customized programming. For example:

- Parexel's India division has had considerable success with their Change Makers (see below) programming and was the first to run the Wisdom Circles program specifically for their region. It has also focused keenly on the inclusion of LGBTQ+ individuals.
- The Germany region has also had activities and content for the LGBTQ+ community, including panel discussions and articles.
- The Japan division has developed "Radio Japan" that focuses on DEI-related topics.
- In South Africa, Parexel gathered demographic information and exit survey data, which was used to create an inclusion index survey.
- The Ireland-UK team is working on innovative benefits policies to support gender equity.
- Talent Acquisition has implemented target demographic goals in interviewing for both gender and people of color in the U.S.
- A pilot program in India on supporting women coming back from maternity leave (or for other family needs) could be replicated elsewhere in the business.

PROGRAMMING THAT MAKES A DIFFERENCE

Because the biggest hurdle that had been preventing women from attaining senior leadership positions was a lack of sponsorship, Parexel set out to create leadership programs for women that didn't just offer "leadership skills" or "leadership training." What the company needed was programming that gave women a real opportunity to impress senior leaders and gain their sponsorship. The resulting pair of global leadership-development programs—both launched in 2013—have successfully helped women build the robust internal cross-country network they need to advance, and also engaged men as mentors, sponsors, and champions of the initiative.

- **Wisdom Circle (WC)** is a nine-month leadership program for women at the manager-to-associate director levels. This program is widely available: approximately 150-200 women from across the globe sign up each year, and more than 600 have participated since its launch. Senior leaders facilitate Wisdom Circle sessions and act as mentors. The program is a significant investment in helping women develop an internal network across functions and regions. Before the Covid-19 pandemic, this was typically an in-person program; the program is currently virtual.
- **Women in Leadership (WIL)** is a global one-year leadership program for women at the director-through-vice president levels. This development and skill-building program is executed by the Linkage Institute. Each year Parexel selects between 20 and 45 participants, divides them into three groups, and then pairs each group with a C-suite mentor. Since the program's launch, approximately 200 women have participated. Women in Leadership is particularly effective because participants must deliver end-of-session presentations to senior leadership. This gives them an excellent opportunity to impress senior leaders with their acumen and demonstrate their potential.

Thanks to the visibility participants gain through these programs, they always leave with a larger internal network, and very often with sponsors as well.



ENGAGING MEN

It's particularly important for companies whose leadership ranks are commonly male-dominated to make a concerted effort to engage men as allies in their diversity efforts. This is why Parexel chose to implement programs specifically for participants to explore successful gender partnership, including Catalyst's **MARC**, and ultimately, Parexel's Change Makers. These served as a turning point in Parexel's understanding of gender imbalance and commitment to address gaps in equality.

Parexel's first specific effort to win buy-in from its male leaders was to organize MARC workshops conducted by Catalyst in 2015. These foundational sessions opened up the dialogue and identified needed actions for Parexel. Ultimately, Parexel launched the Change Makers program to explore gender stereotypes and the mutual benefits of equality within its culture. Six hundred senior leaders globally have participated to date. Several of the men who participated in this work formed a committee where the first action was to examine workforce demographics to identify where gender imbalances existed across the company. They also developed a networking component for Change Makers that continues to date with new annually selected teams in India.

The programming is highly impactful; it doesn't stop at creating allies for the initiative—or at relieving any concerns that diversity is a zero-sum game—but also inspires participants to take action. Men who participated in these efforts often went on to mentor and sponsor women, become a Wisdom Circle or WIL sponsor, advocate for a compensation analysis to achieve pay equity, or contribute to diversity, equity, and inclusion efforts in other ways. One participant even created an award program, the **Anne Sayigh Co-founder Excellence in Leadership Award**, to recognize women leaders

who are adept in creating global, diverse teams; actively mentoring and/or sponsoring employees; and inspiring colleagues through empowerment, humility, and accountability. The recipients received a cash prize and were recognized by the CEO and other leadership in an event honoring their achievements.

"We have a 'Speak Up' culture and have seen the change that happens when people have the chance to talk openly about gender partnership. There has been a significant culture change over the past five years."

SANJAY VYAS, EXECUTIVE VICE
PRESIDENT, INDIA COUNTRY
HEAD & MANAGING DIRECTOR,
SBU HEAD CLINICAL TRIAL
SUPPLIES & LOGISTICS



JACKIE VANDERPUYE-ORGLE, PHD

VP and Global Head, Advanced Analytics
Los Angeles, California

Growing up in Ghana, West Africa, Jackie Vanderpuye-Orgle was not entirely conscious of being in the “other” category—i.e., Black *and* female. Jackie was one of only two people selected across all tertiary institutions from 54 African countries to receive a graduate fellowship to study Economics at Yale University. While reviewing the official photos from her matriculation weekend with a group of friends, someone commented about Jackie being the “superstar” of the weekend, as she was in almost every photo. Another quickly suggested that it was only because the photographers needed to “balance out the pictures.” He noted that “Jackie is only here because she is Black and female.” That passing comment brought vividly home to Jackie her new reality—being a woman of color in America. This drive fueled her graduate life through Yale and Cornell as well as early on in her career at the World Bank and subsequent research and consulting roles. With progressive career growth also came the desire to be in an environment where diversity, equity, and inclusion (DEI) were a priority.

As Vice President and Global Head for Advanced Analytics at Parexel, Jackie is quick to note that Parexel has far exceeded her expectations. She is thriving in an environment where DEI is viewed as critical to business success and offers various opportunities to grow and engage. One such opportunity is the annual Women in Leadership (WIL) program. Jackie was nominated to participate and made the most of this program, which began with a week of activities that included a series of inspirational speakers led by an outside consulting company. Following the kick-off, program participants were divided into three subgroups (each with an external coach) that developed a curriculum and agreed on topics they wanted to cover each month, with various Parexel leaders invited to share their perspectives. Jackie recalled how Parexel senior leadership demonstrated their support for WIL by being quick to accept invitations to speak on the monthly topics and attend the graduation ceremony.

The WIL program and support from Parexel reinforced Jackie’s confidence that she could be her authentic self as a leader and a woman of color. The WIL experience emboldened her to take risks to innovate and advance. For example, at the onset of the pandemic, Parexel needed an instrument to more accurately predict risk associated with Covid-19 and thus inform clinical decision-making. Jackie’s team had the machine learning tools

needed to build the instrument, but the project was daunting. Jackie had to step outside her comfort zone. She felt confident doing so knowing that Parexel leadership was championing her and that she had people she could rely on. The risk-taking paid off, and Parexel now has a Covid-19 risk prediction tool on its website.

The WIL program also gave Jackie the opportunity to expand her internal network outside her functional area and with Parexel senior leadership. Due to the pandemic, she was in the first entirely virtual WIL cohort, so participants had to be intentional about staying connected. In addition to their assigned groups, they met in random groups of three for “coffee hours.” The intentionality paid off and Jackie feels she has a “sisterhood” within Parexel with whom she can exchange insights, challenges, opportunities, and the information needed to succeed.

Leveraging other opportunities to engage in DEI, Jackie is the co-Chair of Parexel’s BEACON (Black Employees Advisory Consortium) and co-leads the Company’s Regulatory & Access DEI committee. She recalled how after the murder of George Floyd, Parexel took concrete actions, such as convening seven focus groups of Black employees in the US, the UK, and South Africa to understand their perspectives and gain insights that contributed to a statement from the CEO on the importance of DEI at Parexel and the establishment of BEACON. This gave her comfort, as it signaled Parexel’s authentic commitment to the committees and programs that are important to her as a woman of color, and their concern for employees’ lives and wellbeing.

How can employees like Jackie stay engaged in equity and inclusion while juggling their regular responsibilities? Jackie’s advice is for individuals to look beyond themselves, think about the next generation, and find places where they can have impact during their day-to-day activities, for example, by taking a moment to acknowledge someone and ensuring that they feel valued, respected, and supported. Each of us can also look to leverage our specific roles to ensure that the principles of DEI are applied, for instance in hiring and training decisions as well as protocol design and patient enrollment for those in clinical research organizations. As she described it, “These are day-to-day activities where I can make a difference and Parexel is taking concrete actions and making investments in improving diversity in clinical trials that will lead to less disparities in healthcare.”





KELLY MILLER

Director, Regulatory and Access
United States

You can't deliver life-changing clinical trials across the globe without thoughtful and intentional talent development, as Kelly's career demonstrates. After joining Parexel in 2013 as a senior consultant, Kelly was promoted to Director, Regulatory and Access in 2017. She now works with clients in EU/UK and the United States to prepare and remediate FDA GMP (Food and Drug Administration Good Manufacturing Practices) quality systems to ensure biopharmaceutical products are safe and effective.

Parexel's *Leveraging Gender Partnership to Advance Women in Leadership* initiative impacted Kelly in a number of ways—especially through its Women in Leadership (WIL) program, mentoring, and senior leadership role models. In 2021, Kelly was part of the first cohort to participate in WIL virtually due to the Covid-19 pandemic. One of the more impactful elements of the program for Kelly was a speech by Parexel's Chief Commercial & Strategy Officer Peyton Howell, a visible woman leader in the organization. Peyton's speech on vulnerability instilled in Kelly the confidence to be herself and take risks. She noted, "I learned it is okay to fail; without that security and ability to be vulnerable you can't push yourself to be better."

Another aspect of WIL that was especially helpful to Kelly was an evaluation at the beginning of the program. She completed a self-evaluation, and separately her line manager and direct reports completed evaluations as well. The results showed that Kelly had underscored herself in all categories. She wondered why she had underestimated herself and was emboldened by the confidence her coworkers had in her.

Kelly's experience in the virtual WIL program led to insights on how to be inclusive and connect with others in a remote environment. She shared, "Being on camera—no matter how your hair is looking—is important. The time of day for meetings has to be taken into consideration when participation is global." Kelly's role requires extensive travel—being on one continent one week and another the next—so she valued the flexibility of WIL team meetings.

In addition to her positive experience in the WIL program, Kelly also appreciates Parexel's commitment to employee safety during the pandemic. Where travel isn't necessary, employees can choose whether or not to do it. Where travel is necessary, as it is for Kelly's role, Parexel covers the costs for everything needed to stay safe, including testing, masks, quarantining if needed, and using a travel agency that can reach anyone in case of emergency.

During her career at Parexel, Kelly also described being paired with a senior woman mentor, which has been important for her growth by providing her a role model and preparation for becoming a leader herself. Further, her colleagues have always been open and helpful, and a management guide has helped her build her own skill set in managing others. Kelly also shared how the senior leadership culture change in recent years has impacted her. Now, leaders have an open-door policy for communicating with employees, and she is noticing increased sponsorship of women. Communication of Parexel's Diversity, Equity, and Inclusion (DEI) efforts is also improving—for example, the very visible celebration of LGBTQ Pride in the India office on Parexel's intranet.

But what has really stuck with her are the more empathic and people-first behaviors of Parexel's senior leaders. Kelly recalled traveling for work to Prague with an independent contractor. While there, the contractor—who was also from the US—developed a potentially fatal medical issue and needed to be hospitalized. Kelly notified management and explained that she was going to stay the weekend with him and that of course they could not bill the client for the hotel or food. Management told Kelly not to worry about the costs: "People come first." This message made Kelly feel supported and that Parexel employees are cared for as human beings. This sentiment echoed throughout experiences we heard from many Parexel employees and is at the heart of this Award-winning initiative.



>>> CATALYST AWARD CRITERIA

STRATEGY & RATIONALE

Tackle Unconscious Bias. Parexel's initiative started with an unconscious bias program for senior leaders that helped them recognize that "executive presence" comes in many forms.

Decentralize. Decentralization makes individual regions and businesses accountable for creating programs to address their unique needs and challenges.

Design Results-Driven Leadership Programs. Parexel's Leadership Programs have raised the profiles of high-potential women and provided networking and mentorship opportunities across functions and regions.

SENIOR LEADERSHIP ACTIVITIES

Set the Tone from the Top. Vocal championship from CEO Jamie Macdonald, President, Consulting and Chief Commercial & Strategy officer Peyton Howell, and other leaders was key to changing the culture.

Hired a diverse executive team, leading by example.

Set ambitious representation targets to drive change.

ACCOUNTABILITY & TRANSPARENCY

Governance. Committees across region, business unit, and identity group ensure the needs of specific groups are being met.

Reporting. The CEO reports to the Board on Parexel's Diversity, Equity, and Inclusion strategy. The Chief Administrative Officer reports on the success of the initiative to the CEO and to the board two-to-three times per year.

Performance Targets. Each of the CEO's executive team has gender and race representation goals for their business areas.

COMMUNICATION/CULTURAL INTEGRATION

Executive Leadership communicated the initiative across the organization and ensured that it was embedded into the culture across regions.

The Corporate Communications team posts notices on the intranet (Pulse) and sends targeted communications to staff.

Town Halls and ERGs communicate key diversity and inclusion messaging to employees.

EMPLOYEE ENGAGEMENT

Regional Diversity and Inclusion committees allow employees around the world to participate in and support inclusion.

Programming such as Change Makers, WIL, and Wisdom Circles engages employees.

Engaging men as speakers and sponsors led more men to become diversity and inclusion champions.

INNOVATION

A New Board of Directors includes 57% women and 29% women of color.

Patient-focused trials in the transgender community—Parexel is an industry leader in this domain.

MEASURABLE RESULTS

Women's representation globally increased at least three percentage points across each band level between 2014 and 2021.

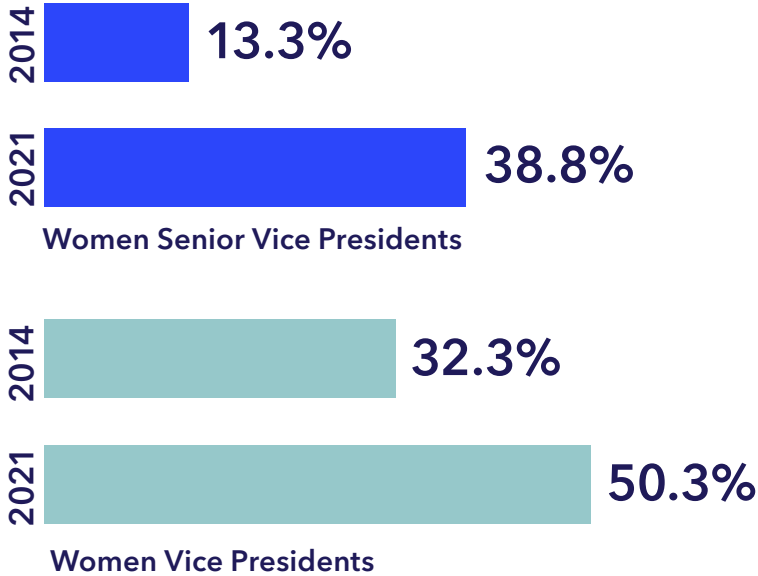
Women's representation at the targeted Senior Vice President level rose from 13.3% to 38.8%, and at the Vice President level from 32.3% to 50.3%.

The representation of women of color in the United States also increased across several job levels, from 0% to 10% at the SVP level (10 percentage points) and from 3.3% to 14.8% (11.5 percentage points) at the VP level.

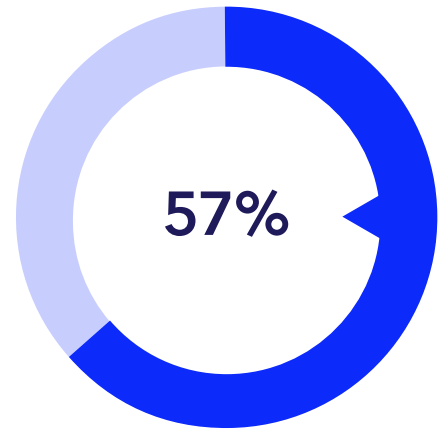
As of 2021, Parexel's new Board comprises 57% women and 29% women of color.

IMPACT/METRICS

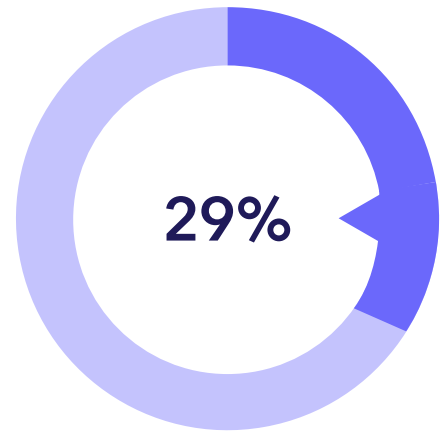
Representation of Women Globally



Parexel's New Board of Directors

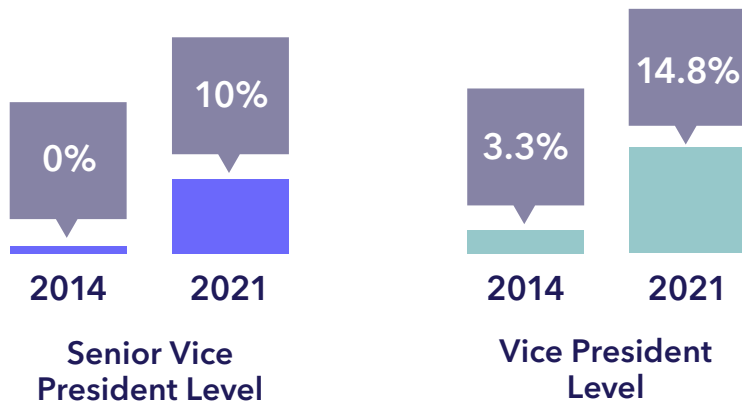


Women



Women of Color

Representation of Women of Color in the United States



>>> ABOUT PAREXEL

One of the largest clinical research organizations, Parexel supports the development of innovative new medicines to improve the health of patients. We provide services to help life sciences and biopharmaceutical clients everywhere transform scientific discoveries into new treatments. From decentralized clinical trials to regulatory consulting services to leveraging real world insights, our therapeutic, technical, and functional ability is underpinned by a deep conviction in what we do. For more information, visit parexel.com and follow us on [LinkedIn](#), [Twitter](#), and [Instagram](#).

ENDNOTES

1. *What's in the report.* (2021). Parexel.
2. *What's in the report.* (2021). Parexel.
3. *Celebrating diversity, equity & inclusion at Parexel.* Parexel.
4. *Celebrating diversity, equity & inclusion at Parexel.* Parexel.
5. *Celebrating diversity, equity & inclusion at Parexel.* Parexel.
6. *Celebrating diversity, equity & inclusion at Parexel.* Parexel.
7. *Celebrating diversity, equity & inclusion at Parexel.* Parexel.