

On the 1st August 2017, INC Research (US Company name) merged with inVentiv Health (US Company name) combined to create the only Fully Integrated Biopharmaceutical Solutions Organisation. Effective from January 2018 the new name for this combined organisation is Syneos Health.

Consequently, the data is reported separately for INC Research UK Limited and inVentiv Health Clinical UK Ltd. Any associated measures, the combined Organisation will take to review and address Gender Pay will be as Syneos Health.

INC Research UK Limited

This is the snapshot report as of 5 April 2017.

- The mean gender pay gap for INC Research is 8%.
- The median gender pay gap for INC Research is 5.67%.
- The mean gender bonus gap for INC Research is 30.8%.
- The median gender bonus gap for INC Research is 40%.
- The proportion of male employees in INC Research receiving a bonus is 57.43% and the proportion of female employees receiving a bonus is 54.41%.

Band	Males	Females	Description
A	23.80%	76.19%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	39.45%	60.54%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	36.73%	63.26%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	40.68%	59.31%	Includes all employees whose standard hourly rate places them above the upper quartile

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

inVentiv Health Clinical UK Ltd

This is the snapshot report as of 5 April 2017.

- The mean gender pay gap for inVentiv Health is 19.93%.
- The median gender pay gap for inVentiv Health is 17.11%.
- The mean gender bonus gap for inVentiv Health is 33.16%.
- The median gender bonus gap for inVentiv Health is 40.51%.
- The proportion of male employees in inVentiv Health receiving a bonus is 86.89% and the proportion of female employees receiving a bonus is 86.47%.

Band	Males	Females	Description
A	20.54%	79.46%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	19.82%	80.18%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	26.79%	73.21%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	42.34	57.66%	Includes all employees whose standard hourly rate places them above the upper quartile

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

What are the underlying causes of the Syneos Health gender pay gap?

According to legislation, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

Syneos Health is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Syneos Health has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- carries out pay and benefits audits at regular intervals; and
- evaluates job roles and pay grades as necessary to ensure a fair structure.

Syneos Health is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Aligned to data from the Office of National Statistics, across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

The reports shows both organisation's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However,

within INC Research, 76.19% of the employees in Band A are women and 23.80% men. The percentage of male employees increases throughout the remaining Bands, from 39.45% in Band B to 40.68% in Band D.

Within inVentiv Health, 79.46% of the employees in Band A are women and 20.54% men. The percentage of male employees increases throughout the remaining Bands, from 26.79% in Band C to 42.43% in Band D.

As a deeper dive, inVentiv Health conducted a further analysis on the data by applying the mean gender pay and median gender pay calculations to each quartile. The results were interesting as they demonstrated that the gender pay gap is balanced in the lower, lower middle and upper quartile but then increases significantly in the Upper quartile, thereby heavily contributing to the gender pay gap.

Lower Quartile	Mean Gender Pay Gap is 2.33%
	Median Gender Pay Gap is 1.15%
Lower Middle Quartile	Mean Gender Pay Gap is 0.47%
	Median Gender Pay Gap is 2.07%
Upper Middle Quartile	Mean Gender Pay Gap is 0.51%
	Median Gender Pay Gap 0.59%
Upper Quartile	Mean Gender Pay Gap 3.44%
	Median Gender Pay Gap 12.73%

How does Syneos Health gender pay gap compare with that of other organisations?

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%. At 8% the INC Research UK Limited gender pay gap is significantly lower than that for the whole economy whilst inVentiv Health UK Limited gender pay gap is slightly above.

The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4%. Again INC Research UK Limited median gender pay gap at 5.67% is significantly lower than that for the whole economy and inVentiv Health UK median gender pay gap at 17.11% is slightly below.

	INC	inVentiv Health	2017 ONS ASHE whole sector
Mean gender pay gap	8.00%	19.93%	17.4%
Median gender pay gap	5.67%	17.11%	18.4%

What is Syneos Health doing to address its gender pay gap?

While INC Research UK Limited gender pay gaps compare favourably with that of organisations across the whole UK economy and inVentiv Health UK Limited is slightly above and it is committed to doing everything that it can to reduce the gap including:-

- Promoting equality of opportunity and the principles of equal pay throughout the workforce;
- Promoting the Syneos Health Flexible Working Policy;
- Providing training and guidance for managers and for those involved in making decisions about pay and benefits;
- Reviewing how we promote women in senior roles in the organisation.

However, Syneos Health also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make taking into account employee's individual, personal circumstances.

To date, the steps that Syneos Health has taken to promote gender diversity in all areas of its workforce include the following:

- **Creating an evidence base:** To identify any barriers to gender equality and inform priorities for action, in 2016/17 Syneos Health introduced gender monitoring to understand:
 - the proportions of men and women applying for jobs and being recruited;
 - the proportions of men and women applying for and obtaining promotions;
 - the proportions of men and women leaving the organisation and their reasons for leaving;
 - the numbers of men and women in each role and pay band;
 - take-up of flexible working arrangements by gender and level within the organisation;
 - the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
 - the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

We understand that none of the above will, of itself, remove the gender pay gap but in the meantime, Syneos Health is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

I, Nyla Singh, Director, confirm that the information in this statement is accurate.

Signed



Date: 4th April 2018