

# Covance UK Gender Pay Report 2017

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## OUR COMMITMENT

Covance UK, a LabCorp company, is a global organisation united by a shared mission to improve health and improve lives.

Covance UK is located in various sites across the UK, namely Harrogate, Leeds, London, Maidenhead, Reading and York. We are proud of our highly skilled employees. Our work is accomplished each day by diverse, global teams who inspire change and make room for new outcomes all focused on lifesaving work.

We are committed to an inclusive and inspiring environment where benefits-related rewards, including pay, are based on an individual's performance, skills and qualifications. We are committed to ensuring that women have the same access to training, compensation and leadership opportunities as their male colleagues and that all staff have access to the learning and mentoring necessary to help them advance. In short, we are focused on creating a workplace that offers the potential for all of our exceptional employees to develop professionally and to achieve their extraordinary potential.



**COVANCE**  
SOLUTIONS MADE REAL™

# Measures of Success



## HEALTHY BALANCE

Overall, we have a good gender balance across our organisation. More than half (57.3%) of our 2,047 UK employees are female. Advancement opportunities for female employees also have been balanced, with 58% of 2017 promotions earned by female employees.

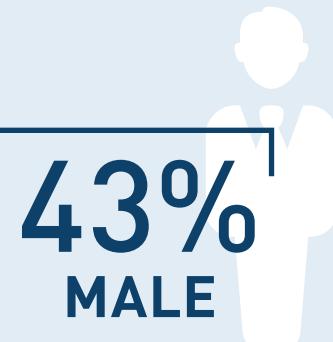


## GLOBAL RECOGNITION

Covance has been recognised externally for its commitment to inclusion globally, demonstrating that our inclusion programs and working environment are making a difference to employees.



**57%**  
**FEMALE**



**43%**  
**MALE**



**58% OF PROMOTIONS**  
have gone to females  
in 2017



**FLEXJOBS TOP  
100 REMOTE  
JOBS**

**OIMDIVERSITY**  
**CORPORATE DIVERSITY  
HONOUR ROLL**



**54.4%  
FEMALES**  
celebrated  
5-35 yrs service  
anniversaries

# Understanding the Pay Gap



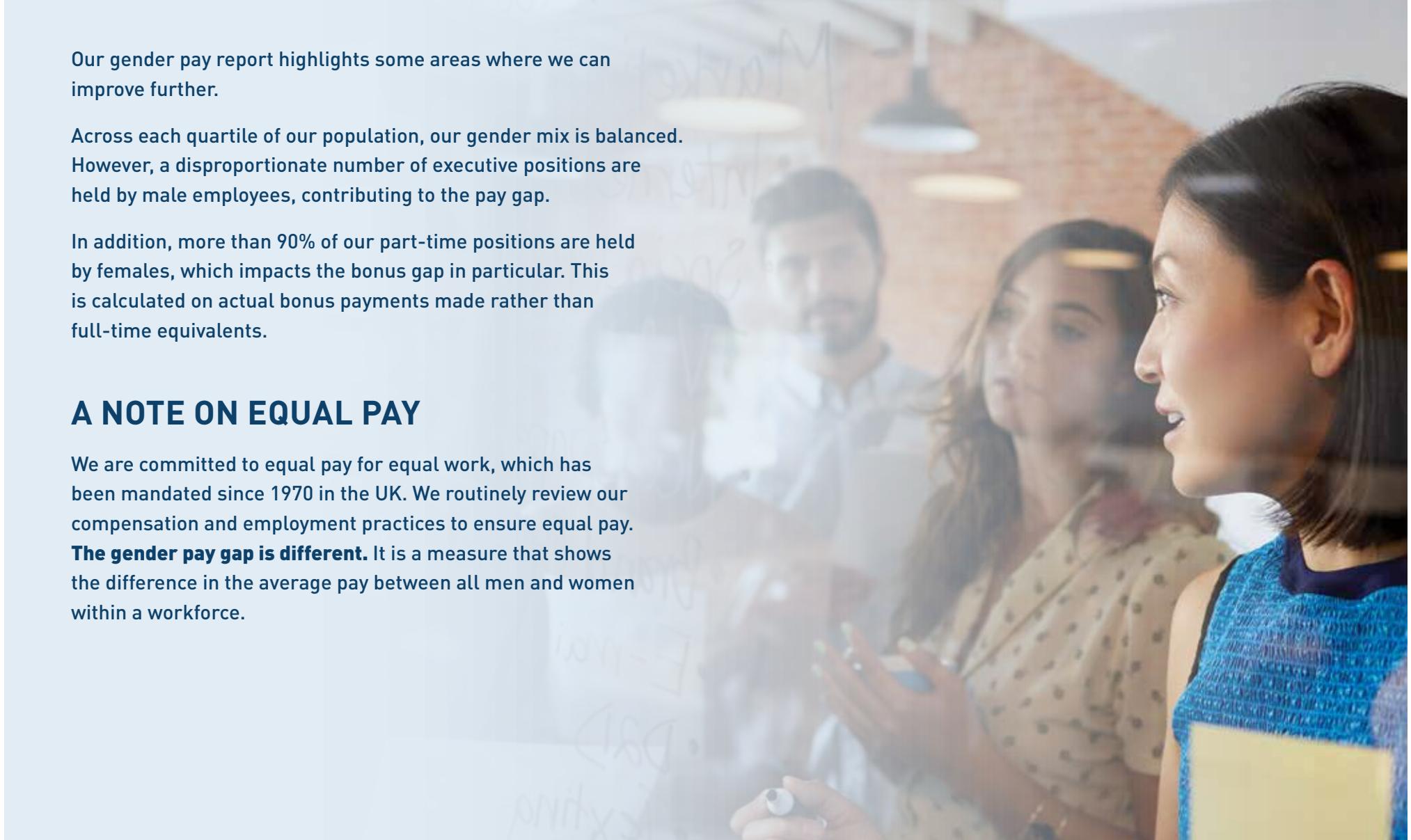
Our gender pay report highlights some areas where we can improve further.

Across each quartile of our population, our gender mix is balanced. However, a disproportionate number of executive positions are held by male employees, contributing to the pay gap.

In addition, more than 90% of our part-time positions are held by females, which impacts the bonus gap in particular. This is calculated on actual bonus payments made rather than full-time equivalents.

## A NOTE ON EQUAL PAY

We are committed to equal pay for equal work, which has been mandated since 1970 in the UK. We routinely review our compensation and employment practices to ensure equal pay. **The gender pay gap is different.** It is a measure that shows the difference in the average pay between all men and women within a workforce.



# Reviewing Our Numbers

## GENDER PAY GAP

11.2%

MEAN

-1.4%

MEDIAN

## GENDER BONUS GAP

31.8%

MEAN

4.5%

MEDIAN

**Mean average:** Taking the average of the data cut

**Median average:** Taking the middle of the data cut, when put in numerical order

# Gender Pay Gap Summary

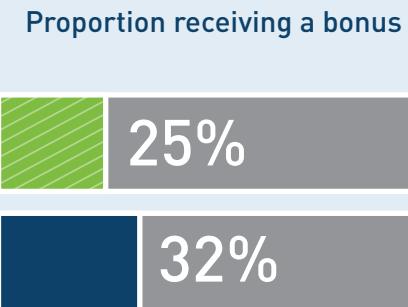
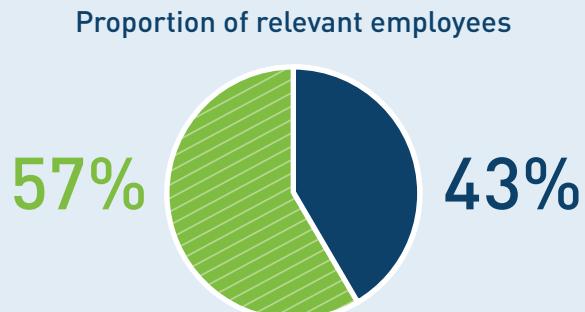
## COVANCE UK OVERALL



FEMALE



MALE

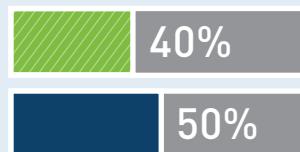


## COVANCE CLINICAL AND PERIAPPROVAL SERVICES LIMITED

Proportion of relevant employees



Proportion receiving a bonus

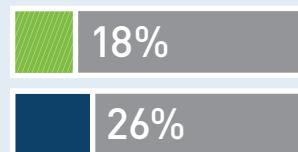


## COVANCE LABORATORIES LIMITED

Proportion of relevant employees



Proportion receiving a bonus

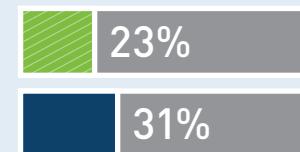


## COVANCE CLINICAL RESEARCH UNIT LIMITED

Proportion of relevant employees



Proportion receiving a bonus



# Proportion of Males and Females by Quartile Pay Band

| Legal Entities                                     |               | Lower Quartile | Lower Middle Quartile | Upper Middle Quartile | Upper Quartile | Mean Pay Gap | Median Pay Gap | Mean Bonus Gap | Median Bonus Gap |
|--|---------------|----------------|-----------------------|-----------------------|----------------|--------------|----------------|----------------|------------------|
| <b>COVANCE UK</b>                                  | <b>Female</b> | 55.5%          | 58.6%                 | 61.1%                 | 54.1%          | 11.2%        | -1.4%          | 31.8%          | 4.5%             |
|  | <b>Male</b>   | 44.5%          | 41.4%                 | 38.9%                 | 45.9%          |              |                |                |                  |
| COVANCE CLINICAL AND PERIAPPROVAL SERVICES LIMITED | <b>Female</b> | 77.1%          | 68.3%                 | 70.5%                 | 56.0%          | 26.6%        | 10.4%          | 49.7%          | 25.6%            |
|  | <b>Male</b>   | 22.9%          | 31.7%                 | 29.5%                 | 44.0%          |              |                |                |                  |
| COVANCE LABORATORIES LIMITED                       | <b>Female</b> | 50.3%          | 52.8%                 | 59.9%                 | 43.1%          | 11.4%        | 0.7%           | 22.3%          | 12.8%            |
|  | <b>Male</b>   | 49.7%          | 47.2%                 | 40.1%                 | 56.9%          |              |                |                |                  |
| COVANCE CLINICAL RESEARCH UNIT LIMITED             | <b>Female</b> | 69.9%          | 65.3%                 | 48.6%                 | 57.5%          | 17.4%        | 7.3%           | 40.2%          | 29.9%            |
|  | <b>Male</b>   | 30.1%          | 34.7%                 | 51.4%                 | 42.5%          |              |                |                |                  |

Quartile Pay Band is the sum of total amounts received by the UK workforce.

# Taking Action

Covance has been taking action to support opportunities for women across the organisation. We believe an environment that creates opportunities and career choices for all people enables us to grow and strengthen as an organisation.

## WOMEN IN LEADERSHIP

Scheduled for introduction in 2018, LabCorp's **Women in Leadership** program includes a series of initiatives to strengthen an inclusive environment where women want to join our organisation, grow their careers and contribute to LabCorp's long-term success. The initiatives address a variety of opportunities, including:

- Strengthening the female talent pipeline with specific recruitment activities
- Additional development opportunities for women leaders
- Awareness programs for both female and male employees
- Exposure and engagement programs for female leaders
- Measurement programs to track progress



# Taking Action (continued)

## EARLY TALENT DEVELOPMENT FOR WOMEN

Nurturing early talent in science, technology, engineering and maths (STEM) has been a consistent focus for Covance. We collaborate with student programs and student organisations at our partner universities, who are focused on supporting young women in STEM education. Covance delivers a career development mini-seminar with a featured guest speaker and a panelist of Covance women in STEM from diverse backgrounds, and engages in conversations about topics that matter to women through small group, round table conversations.

## FLEXIBLE WORK PRACTICES

We support all of our employees by cultivating a flexible, modern work environment. Our employment approach includes remote working and part-time opportunities. We have helped our global teams achieve a better work-life balance with unique site perks and Worksite Wellness programs. Our ultimate goal is to create a “boundaryless” organisation that enables employees to contribute and realise their potential.

## WOMEN IN SCIENCE NETWORK

Launched by leaders at the Harrogate site in January 2017, Covance's Women in Science Network is designed to inspire, support and provide tools that enable women to build their careers in STEM and STEM-related roles at Covance. Over the course of the year, the program included five events for employees, covering topics such as career development and personal branding. In 2018, the Women in Science Network has plans to engage with employees more deeply within the Harrogate site and more broadly with employees across Covance, adding more sites to the Network and its events.



# Continuing the Commitment

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Covance UK is a people-based organisation, where our success is based on our ability to attract and retain top scientific, therapeutic, analytical and technical talent from across the UK and across the world.

We view our commitment to a diverse and inclusive workplace as an essential feature of how we work and how we embrace our shared opportunities together.

**We will continue our commitment by addressing our gender pay gap and measuring our progress.**



A handwritten signature in black ink that reads "Davinder Chohan".

**Davinder Chohan**  
*Executive Director, Global Total Rewards*



**COVANCE**  
SOLUTIONS MADE REAL™