



Fortrea for Better

2024 Corporate Social Responsibility Report



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I'm pleased to welcome you to our inaugural Corporate Social Responsibility Report.

As I write this introduction, we have just celebrated Fortrea’s first anniversary as an independent public company. In the highly competitive business of clinical research services, we are a unique entity: a brand-new public company with more than 30 years of experience in the management of clinical trials, including more than 5,800 studies in the past five years. I’m proud to say that our employees have embraced the opportunity to be a part of this fresh identity as we relentlessly pursue delivering the next generation of innovative treatments for patients.

In this report, we describe many of our environmental, social and governance (ESG) activities. In the past 12 months as an independent company, we have added activities including the establishment of an ESG Steering Committee that is charged with keeping our initiatives on track and on schedule. We are in the process of establishing our inaugural environmental sustainability goals, including greenhouse gas (GHG) emission reduction, and we are focused on sustainability in the design of new or refurbished site locations.

You will also read about The Fortrea FOUR, our cultural aspiration that speaks to how we conduct ourselves as we deliver our services globally. We are encouraged by the strength of our culture as reflected in the results of our first employee engagement survey, with an overall score well above an external, cross-industry global benchmark. Our Employee Resource Groups (ERGs) are another highlight, with almost 4,000 Fortrea employees involved in eight groups, each focused on common interests of their members.

Working in clinical research is about caring and making a difference, and the ultimate beneficiaries of our collective efforts are patients.

Thank you for reading this report. I hope you find it to be an informative first step and look forward to sharing our continued progress going forward.



Tom Pike
Chairman and CEO



Good practices in ESG are fundamentally aligned with our purpose: Our work must be done safely with respect for the environment, and we must treat people fairly, be a good corporate citizen and always act in an ethical manner with good governance.

Fortrea for BETTER

Fortrea for LIFE Responsible Environmental Practices	Fortrea for ALL Responsible People Practices	Fortrea for GOOD Responsible Societal Practices	Fortrea for INTEGRITY Responsible Governance Practices
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About Fortrea

Fortrea (Nasdaq: FTRE) is a leading global provider of clinical development solutions to the life sciences industry. We partner with emerging and large biopharmaceutical, biotechnology, medical device and diagnostic companies to ethically drive healthcare innovation that accelerates life-changing therapies to patients. Emphasizing safe, quality-focused testing, Fortrea provides Phase I-IV clinical trial management, clinical pharmacology services and consulting services.

Fortrea's solutions leverage more than three decades of experience, a passion for scientific rigor, exceptional insights and strong relationships with investigator sites around the world. Our talented and diverse team working in about 100 countries is scaled to deliver focused and agile solutions to customers globally.

We are a newly independent company with a 30-year track record, providing us with the unique opportunity for a fresh start with the benefit of a strong history. Our intention is to raise the bar of customer expectations for Contract Research Organizations (CROs). Our teams bring passion and insights that drive creative solutions to deliver life-changing solutions faster.

>95% of employees in core safety roles are healthcare professionals

~1,000 doctorates and
~1,000 medical degrees globally

>1M participants

~90,000 trial support sites

Our employees are committed to anticipating and exceeding our customers' expectations

Fortrea's experience encompasses multiple therapeutic areas ranging from cardiovascular disease to rheumatology and neuroscience to vaccines—and more than 870 trials studying more than 200 rare diseases in the past five years. In oncology alone, we have conducted 1,270 studies during the past five years at 31,000 sites in 92 countries that supported 253,000 patients.

As we conduct this important, life-changing work, our foremost priority is the safety and well-being of everyone involved by adherence to the principles of Good Clinical Practice (GCP) throughout our clinical organization. GCP is the internationally recognized standard for the design and management of clinical trials.

In addition to mandating compliance with all applicable regulatory requirements, GCP guidelines address other critical aspects of clinical trial practices, including quality assurance, participant safety, informed consent and data integrity.

We believe the exceptional is possible when you have Fortrea as your partner. With decades of know-how and the nimbleness that's needed today, Fortrea blends deep experience with innovative solutions—powered by unparalleled insights based on data and technology.



Award-Winning Teams Deliver Life-Changing Impacts

Recognition: Digital Innovation

Fortrea was recognized by our partner, Medidata, with an award for Digital Innovation at NEXT New York in November 2023 for leveraging its SensorCloud Technology and creating bespoke solutions to maximize successful study outcomes.

At Fortrea, we aim to create strategies that deliver on patient-focused drug development. Taking this approach means better outcomes for the patient and more successful clinical research. By getting to know how the patient is feeling, we gain a full understanding of the patient by taking a holistic approach to data collection.

Medidata recognized Fortrea for leading the way in shifting the clinical trials landscape from randomized control trials to real-world evidence trials and for collaborating with Medidata to create a template for future studies.



Recognition: Clinical Researchers of the The Year—The Americas

Following a highly competitive three-stage assessment and rigorous judging process, six Fortrea researchers were named Clinical Researchers of the The Year—The Americas for 2023 by PharmaTimes. These unique awards are designed to recognize exceptional talent among clinical researchers across the Americas. The competition has established itself as a valuable learning and development opportunity over the past 14 years for clinical researchers in pharma, CROs and investigator sites.

Recognition: International Clinical Researchers of the Year

Four Fortrea professionals were named PharmaTimes International Clinical Researchers of the Year for 2024. PharmaTimes is the UK's leading pharmaceutical magazine, tracking the trends and issues that affect the industry in the UK and across the globe. First launched in 1999, The International Clinical Researcher of the Year is a challenging, real-world competition that attracts entrants worldwide. Entrants first complete an online questionnaire with questions based on international regulatory guidelines. Top scorers then respond to a clinical challenge with an essay. Best-performing finalists then move on to a "Finals Day" competition, and the winners are selected for gold, silver and bronze awards.



Recognition: CRO Leadership Awards

ISR Reports, an independent survey and research organization, annually publishes a CRO Quality Benchmarking Survey. This survey is compiled from feedback that customers provide on CROs they have worked with on a project during the past 16 months. Presented by Clinical Leader based on this research conducted by ISR Reports, Fortrea was recognized with 2024 CRO Leadership Awards in four categories: Capabilities, Expertise, Quality and Reliability.





Fortrea for Better: Our Approach to ESG

Fortrea is committed to operating responsibly by:

- Minimizing our environmental impact
- Supporting our people and the communities in which we work
- Following transparent and ethical governance practices as we pursue our life-changing work

We set goals to continually improve the way we work and put plans in place to measure and report our progress.

This company-wide commitment begins with our Board of Directors, who oversee our activities in corporate sustainability, employee health and safety, ethical business practices and diversity and inclusion. This oversight is led by the board's Nominating, Corporate Governance and Compliance Committee. A complete description of their responsibilities can be found in the Governance section of this report.



While the foundation of our ESG activities comes from our former parent company, Fortrea wanted to establish our own identity and best practices based on the different characteristics of our independent business. That is why, in 2023, we established Fortrea's ESG Steering Committee, chaired by Sandy Kennedy, our Chief Quality, Regulatory Affairs & Sustainability Officer.

The ESG Steering Committee includes representatives from Fortrea's legal, human resources, finance, risk management, information technology, commercial, investor relations, corporate communications and marketing organizations, and is responsible for establishing the overall strategic direction of our ESG objectives and initiatives.

Collaborating with the ESG Steering Committee are five subcommittees that facilitate engagement with our sustainability agenda and goals throughout Fortrea.



The Sustainability subcommittee, in partnership with Fortrea's Environment, Health and Safety (EHS) team, is responsible for environmental metrics and reporting, sustainability in clinical trials and setting emission targets.



The Community Contributions subcommittee directs Fortrea's corporate giving and sponsorships and encourages employee engagement with respect to our corporate philanthropy.



Our Diversity, Equity and Inclusion (DEI) subcommittee supports and advises our Employee Resource Groups and overall practices in DEI.



The Compliance and Corporate Governance subcommittee coordinates policies and behaviors related to business ethics, supplier code of conduct, third-party risk management, cybersecurity and data privacy.



Regional/Country subcommittees develop and implement sustainability and social initiatives across specific regions, such as India.



Investing in a robust ESG program is a multi-year process, and one of the first priorities of the ESG Steering Committee was to establish a path forward, a roadmap to follow. Taking into consideration the expressed needs and priorities of our stakeholders, we established the following ESG agenda.

In 2024, our ESG priorities include preparing our first submissions to third-party ratings and disclosure organizations to help us transparently share ESG information in a manner consistent with stakeholder preferences.

We are nearing completion of our inaugural submission to EcoVadis, the world's largest, trusted provider of business sustainability ratings for more than 130,000 companies. In addition to an overall performance rating, the EcoVadis report scores company performance in environmental, labor and human rights, ethics and sustainable procurement, along with strength and weakness assessments for each. Companies can subsequently benchmark their scores against others. We expect to receive our first results by December 2024.

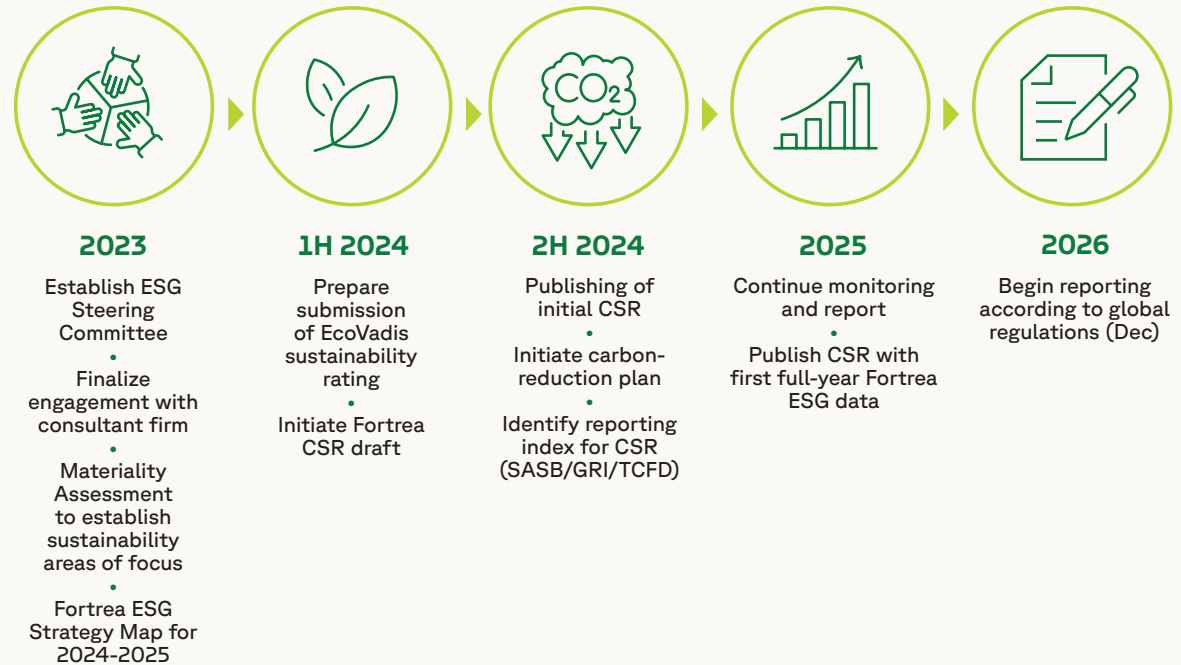
We are also working on our first submission to CDP, a not-for-profit organization that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. CDP is a trusted organization for environmental reporting with a rich and comprehensive dataset on corporate and city action.

Later this year, we plan to formally initiate our carbon reduction program, which includes establishing baseline measurements, defining actions to be taken and setting goals for Fortrea.

Finally, we are working with an independent third-party partner to perform our initial assessment to help determine which ESG issues are most important to our stakeholders, provide related training for our functional leaders and review current and pending regulations. This assessment will help finalize our overall sustainability strategy and align our program with recognized reporting standards such as the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and/or Task Force on Climate-related Financial Disclosures (TCFD).

This report is another highlight of our inaugural ESG activities. We look forward to publishing our first full-year report in 2025.

Investing in ESG at Fortrea



For a Better World: UN Global Compact

Fortrea has joined the United Nations Global Compact Initiative, the largest corporate sustainability initiative in the world, with more than 17,000 companies and 4,000 non-business signatories based in over 160 countries.

The UN Global Compact is a call for companies to align operations and strategies with 10 universally accepted principles in the areas of human rights, labor, the environment and anticorruption.

As we progress our ESG framework and activities, our commitment to the UN Global Compact makes a visible and meaningful statement that we are committed not only to doing the right thing as a company, but we are also committed to measuring and sharing our efforts to continually improve.

17,000 companies

4,000 non-business signatories

160+ countries



Fortrea for Life: Responsible Environmental Practices

At Fortrea, we are committed to delivering life-changing research in a sustainable manner. We are establishing responsible environmental standards across the enterprise, managing our environmental impacts and continually striving to improve our performance.

In 2023, we established our Environmental Sustainability Committee. Along with our Environmental Health & Safety (EHS) team, this committee is charged with three key priorities:

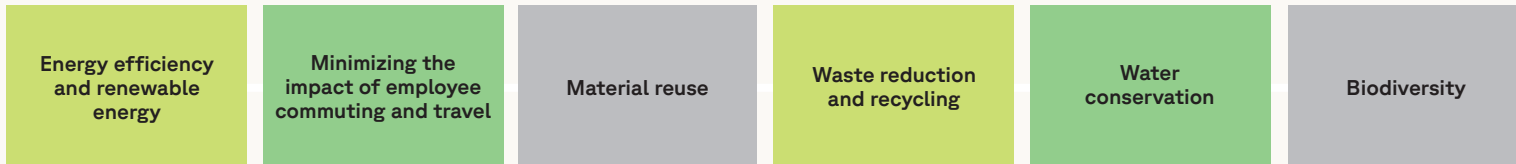
- Providing guidance for the establishment of responsible environmental standards
- Helping to manage and monitor our environmental impact
- Protecting and improving the health, safety and well-being of our employees, customers, investors, patients, partners and suppliers

The Environmental Sustainability Committee members include representatives from:

Biostatistics	Digital Health
Corporate Communications	EHS
Clinical Development	Facilities
Customer Alliances	Global Procurement Services
Corporate Management	Patient Recruitment
Delivery Enablement	Strategy

The Committee reports to our ESG Executive Steering Committee.

At the highest level, Fortrea’s environmental sustainability efforts are focused on six key areas:



The EHS team and Environmental Sustainability Committee also promote sustainability across the organization by encouraging individual employees to adopt eco-friendly practices.

Our efforts include optimizing space utilization and reducing our office footprint wherever possible. For projects requiring new sites, we consider access to public transit a priority in choosing a location. When undertaking new facility construction or the renovation of existing locations, sustainability is a driving force from concept to completion.

We know that incorporating changes in business practices can make a difference as well. Our travel policy includes an improved approval process that is focused on efficiency, and we are building sustainable procurement practices into our supplier qualification, selection and contracting processes.

Several of our locations have incorporated renewable energy options, including solar panels and energy credit programs, as part of our effort to improve energy efficiency and reduce our carbon footprint. In 2023, our renewable electricity volume measured 268,000 kWh.

In many cases, good practices in sustainability overlap and complement each other. Our commitment to improved environmental performance involves large and small projects around the globe. These featured projects are representative of our efforts.

Drapers Yard: Refurbish, Recycle, Reward

An existing building in the UK proved to be a perfect fit as Fortrea looked to expand and enhance our Phase 1 clinical trials operations in Leeds. Originally built in 1953 as a mail-order catalog warehouse and fulfillment center, the building was vacated in 2004. While refurbishing a seventy-year-old building that had been abandoned for nearly 20 years would present certain challenges, the benefits of restoring this landmark facility in a perfectly suited location outweighed any concerns.

The result is a 100-bed clinic that includes space for 300 employees in supporting roles, a Current Good Manufacturing Practice (CGMP) pharmacy, meeting and social spaces, a multifaith reflection suite, food and beverage services and expansive rooftop gardens.

Public transit, including e-bikes and water taxis, is available nearby, and on-site commuting amenities include charging stations for electric vehicles and provisions for motorcycle parking. Accommodations for cyclists include secure bike storage, locker rooms and shower facilities.

Specific steps were taken to measurably reduce our carbon footprint and waste, including low energy lighting, more efficient heating and hot water production and the installation of low volume restrooms and appliances. Additionally, the building features 246m² of photovoltaic (PV) panels generating 935 MWh of energy and three air-source heat pumps with a combined output of 225 kWh. The inclusion of such technologies improves the energy performance of the building, reducing the operational carbon footprint throughout the building's life cycle.



The use of new processes for clinical waste streams eliminated the need for incineration, reducing costs by 42% and cutting annual carbon emissions by 3 tons. A further 3.3 tons of emissions were eliminated by an improved recycling and trash separation program that reduced the use of plastic bin liners.

This facility in Drapers Yard embraces biodiversity through thoughtful design, based on an ecological evaluation to assess the key habitats and species of the site location. Green roofs were adorned with native plants, creating valuable habitats for native insects, birds and small animals. Bat boxes were placed throughout the site to support local bat populations. These provide safe roosting spaces and contribute to overall ecosystem health.

A testament to the positive nature of this project came in the form of a Building Research Establishment Environmental Assessment Methodology (BREEAM) rating, a UK environmental certification system that analyzes a building's environmental, social and economic sustainability performance in categories ranging from air control and construction materials to water consumption and waste disposal. Drapers Yard was recognized with a BREEAM Rating of "Very Good." The project also recently won the top prize in the "Refurbished/Recycled Workplace (North Region)" category at the British Council for Offices (BCO) Awards.



Maidenhead: Better Design, Less Carbon

When relocating to a new UK office in Maidenhead, sustainability was an important consideration. In addition to reducing space requirements by 67% from our previous facility, this site has the highest Energy Performance Certificate (EPC) rating for energy efficiency. Properties with this 'A' rating are exceptionally energy efficient and have significantly lower energy bills.

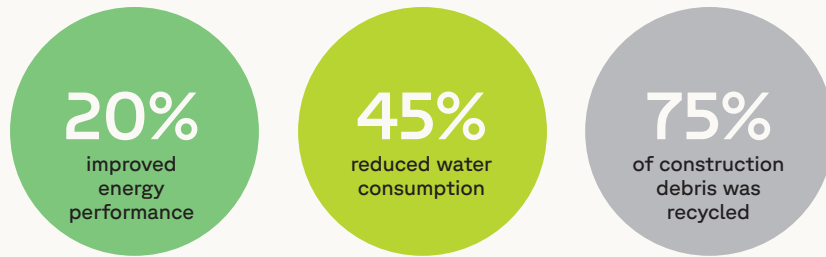
Amenities provided include EV charging stations and a shuttle bus to encourage the use of public transit. During peak times, the bus runs between Maidenhead Station, Town Centre and the office.

As much as possible, IT networking and desk equipment, furniture and other materials from the former office were reused. Any new furnishings were constructed of materials with a high percentage of recycled content. The use of disposable items in breakrooms and kitchen areas was significantly reduced, and several recycling stations help eliminate unnecessary waste.



Shanghai: Green Office, Gold Standard

Leadership in Energy and Environmental Design (LEED) is the world's leading green building project and performance measurement system that provides a framework for green building design, construction, operations and performance. The new Fortrea office in Shanghai, China was recognized with a Gold LEED Certification based upon a rigorous review conducted by Green Business Certification Inc., an independent auditor of green business performance. The extensive renovations of the office resulted in some impressive statistics:

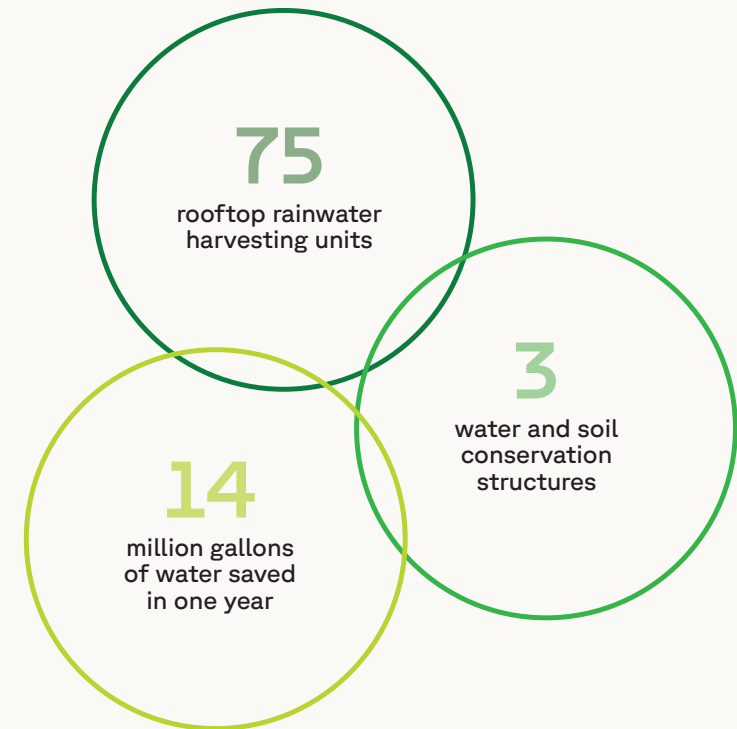


In addition, the office was purposely selected for its location near three metro lines and seven bus stations. We actively encourage employees to take advantage of public transit.



Maharashtra: Conserving Millions

At the Fortrea facility in Maharashtra, India, two rainwater harvesting projects are yielding big results. Rainwater harvesting is a technique of collection and storage of rainwater into natural reservoirs or tanks before it is lost as surface runoff. About 85% of the rural population there depends on groundwater, but recent drought conditions have negatively impacted water levels. Projects like these throughout the area are making a difference. At our location, workers installed 75 rainwater harvesting units on the rooftop as the first step, followed by the construction of three large water and soil conservation structures—a mini-reservoir and two dams. In just one year, more than 14 million gallons of water were saved, enough to fill 21 Olympic swimming pools.



Forward Looking: Our Commitment to the Future

Fortrea has officially committed to the Science Based Targets initiative (SBTi), a corporate climate action organization that enables companies and financial institutions to set greenhouse gas (GHG) emission reduction targets. SBTi develops standards, tools and guidance in line with what is needed to keep global heating below catastrophic levels and support a sustainable future. More than 5,000 companies and financial institutions are using SBTi to validate their emission targets.

Primary GHG emissions are divided into three categories:

- **Scope 1:** Direct emissions from gasoline, diesel, natural gas and propane by an organization
- **Scope 2:** Indirect emissions from purchased electricity, offsite renewable energy or purchased Renewable Energy Credits
- **Scope 3:** Indirect emissions that occur throughout a company’s supply chain (vendors and suppliers)

2023 emissions totals

Scope 1	Scope 2	Scope 3
864	7,424	TBD
metric tons	metric tons	calculation pending

Working with SBTi, we will establish reduction targets and actions to disclose them transparently.



Fortrea for All: Responsible People Practices

Clinical research is a business of people helping people. When thinking about our colleagues around the globe, Fortrea’s employee relations philosophy is simple—we strive to foster trust and respect while creating an environment in which each employee feels safe to be their authentic self. This philosophy is reflected in the culture we are building that supports our purpose, vision and goal.

The Fortrea FOUR: How We Care and Deliver

Having a sound business strategy establishes a roadmap to success, and a company’s culture determines how you move forward. To be the CRO of Choice, we continually strive to be an organization that is respected not only for delivering solutions, but also admired for the manner in which we do so. That requires common attributes within every role at every level of our company. These are the behaviors that set Fortrea apart. We call them “**The Fortrea FOUR.**”

F
O
U
R

Forward together

I partner with my customers to understand their needs and achieve results together.

Own it

I hold myself accountable and work across perceived boundaries to find solutions and deliver.

Uphold integrity

I do the right things in the right way, with the safety of patients and research volunteers always coming first.

Respect people

I am inclusive, seek feedback and create positive experiences for all.

Engaging Our Workforce

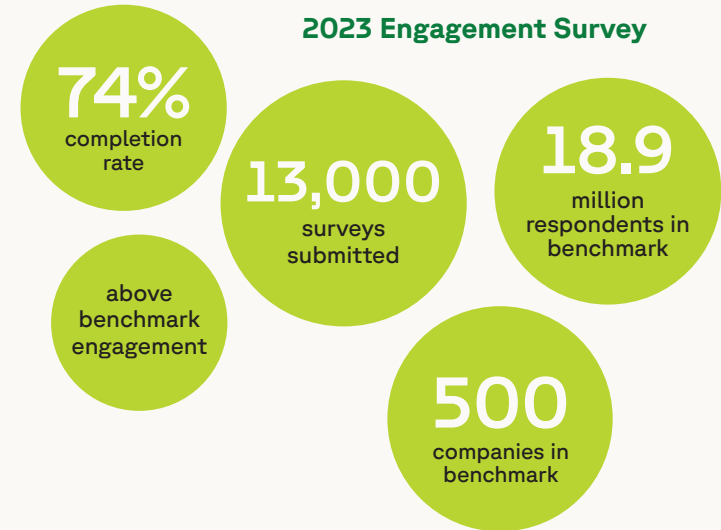
While Fortrea is a newly independent company, many of our colleagues have been with our predecessor organizations—some dating back 30 years. Given recent changes and new leadership, we wanted to understand how our employees were feeling about working at Fortrea. In late 2023, we conducted our first Employee Engagement Survey.

Engagement is a measure of how employees feel about their company and what they are willing to do because of that emotional connection. Simply stated, highly engaged employees perform better, enjoy their work and recommend their company to others. Our engagement survey was administered confidentially by a third party. It is a standard survey distributed to 500 companies with a total of 18.9 million global respondents. This collective information provides benchmarks with qualitative and quantitative data related to overall engagement, manager relationships, well-being, growth and development, performance management and more. Participation is voluntary.

We were pleased to have a response rate of 74% with nearly 13,000 surveys submitted. Among the highlights:

- Fortrea’s results are strong and generally above benchmarks
- Our colleagues are optimistic and want to be here
- We have a strong base of engagement to build upon

We have assembled action plans to address areas in need of improvement. The most positive news, however, is that we are beginning from a foundation of strong engagement.





Compensation, Benefits and Rewards

Our comprehensive compensation and benefits programs are designed to reflect our commitment to our employees and their well-being. Our compensation philosophy is rooted in fairness and transparency and is tied to performance. A mix of base and variable pay, long-term incentives and special recognition rewards allows us to attract the best candidates and engage and reward those who contribute significantly to our purpose, vision and goal.

Our objectives are clear: to incentivize high performance, foster long-term commitment to our vision and align our employees' success with our company's success.

As a life sciences organization, we recognize that interconnected factors can contribute to a healthy environment. Our comprehensive benefits package is designed to fuel our ambition and address all facets of employee well-being. We offer market-based benefits including health coverage, retirement solutions and wellness initiatives.

Measuring Achievement: Performance Management

Fortrea's Performance Management and Development (PMD) process provides tools and resources for employees and their managers to measure, manage and enhance their individual and collective performance. Our executive team sets strategic priorities, which are then translated into team-level and individual objectives. All are tied to key metrics that define success. Additionally, individual objectives recognize what culture-driven behaviors are required to achieve success. We also encourage all employees to set development objectives that align with how they plan to grow professionally during the year.

While the process culminates in a year-end performance review between an employee and their manager, they are expected to meet throughout the year to measure progress to date, make any needed adjustments and address any issues.

PMD is the process that helps us achieve desired business results by clearly linking our strategy and priorities with our culture as measured by the goals we set and the strength of our employee engagement.





Development: Growth Through Learning

Fortrea understands that a robust learning and development program is an important factor in an employee's career journey. In addition to all required regulatory and compliance training, we offer onboarding programs for new hires, therapeutic training, soft skills and leadership programs, talent management and cross-cultural training.

Through our digital learning management system, Fortrea provides employees with access to a number of online and in-person courses. We also offer workshops, mentoring programs and scenario-based and on-the-job training. We ensure learning solutions are deployed and evaluated using tools and strategies that promote an audit-ready learning culture.

Our online therapeutic training is provided by ScienceMedia's SMi Source™, an on-demand video learning library that includes over 400 courses with a variety of current MD- and PhD-vetted training courses and microlearning topics covering an array of disease, good clinical practice and therapeutic areas in a single collection.

A new offering in 2024 was Fortrea's own Level Up! learning program, which features a series of online and instructor-led courses focused on soft skills—those interpersonal behaviors that help individuals become better teammates, more effective managers and valued co-workers. 483 employees have completed 2,561 hours of LevelUp! training courses. For first-time managers, the program Fundamentals for Fortrea Leaders includes a special four-segment class to help them adjust to their new role. 137 line managers have completed 378 hours of training.

Employees also have access to CultureWizard, an online program that helps sharpen intercultural skills and build global connections. Fortrea employees can take advantage of courses, videos, articles, quizzes and self-assessments to help them succeed in collaborating with colleagues from diverse cultures, refining global leadership abilities and gaining deeper insights into worldwide markets.

One of our most interesting offerings in career development is a three-year rotational assignment for aspiring leaders called RISE, which is an acronym for Rotation Immersive Strategic Experience. Participants selected for the highly competitive program experience three one-year assignments in different functional parts of the organization to build business acumen and tackle some of our toughest business challenges.

Recruitment and Retention: Magnetic Attraction

Finding the right talent within the CRO market is highly competitive. One of the primary reasons people come to work at Fortrea is because we are laser-focused on changing the lives of patients, but we know other organizations are vying for the same candidates we seek.

We start by offering competitive compensation and benefits, wellness programs and other incentives, but what differentiates Fortrea is our recruitment strategy. We look for individuals who are not just good at what they do, but who also want to grow with us and become great at what they do. We intentionally pursue leaders who are recognized experts in the industry, knowing they will attract other talented people—we call it “magnet expertise.” The result is a competitive advantage with a strong retention rate.

Looking Inward: Building a Diverse and Inclusive Workforce

During our first year as an independent company, we established a governance structure to advance diversity, equity and inclusion (DEI) throughout the organization. Our Office of DEI resides in our Human Resources function. In addition to the ESG Steering Committee, our Office of DEI is advised by our DEI People Advisory Committee, which includes 19 leaders representing every region and functional group. The DEI People Advisory Committee is expected to drive DEI initiatives within the groups they represent and use their position of influence to identify and remove DEI barriers. The committee is creating a formal annual plan to outline actionable steps towards integrating the DEI perspective into all our activities and establishing baseline metrics.

Our commitment to diversity and inclusion is public as well. Our chairman and CEO, Tom Pike, has joined more than 2,500 CEOs pledging to support DEI as signatories of the CEO Action for Diversity & Inclusion™, the largest business-led initiative to advance DEI in the workplace, representing over 85 industries and more than 21 million U.S. employees. The coalition provides tools, resources and thought-leadership opportunities to help organizations implement more effective DEI programs.

A diverse workforce is key to Fortrea being more innovative and agile, so we strive for an employee population that is reflective of our customers, sponsors, patients and global communities we serve. This priority clearly resonates with our employees. In our recent employee engagement survey 85% responded positively to the statement “At Fortrea, diversity is valued,” more than 8 points above the benchmark.

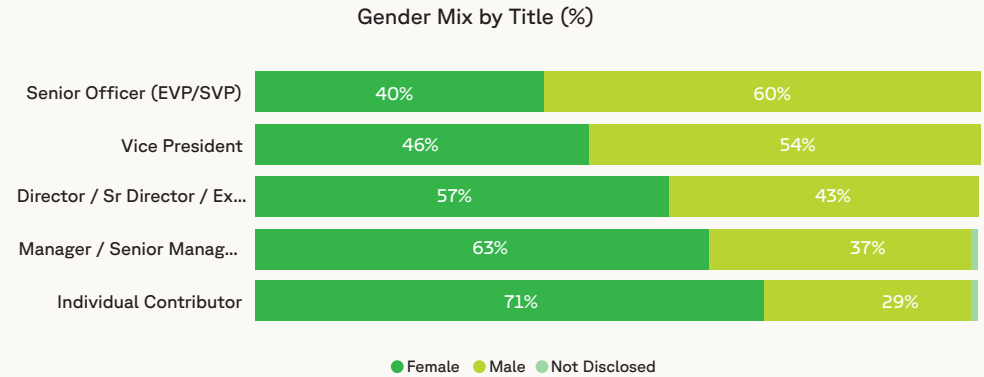
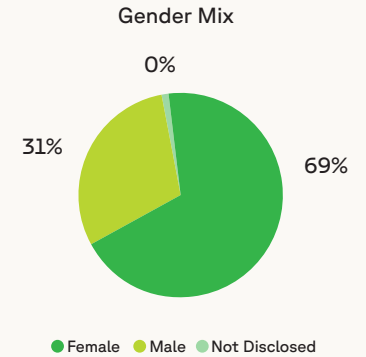
Fortrea's DEI Statement:

At Fortrea, we holistically embrace the principles of diversity, equity and inclusion in our organizational beliefs, and we work to embed them into all aspects of our culture.



Gender Equity

According to the World Health Organization (WHO), women account for 67% of the global health and social care workforce. At the same time, the WHO estimates that men hold 75% of leadership roles in that same workforce. As women constitute 69% of our global workforce, gender mix is an important metric in tracking our equity performance at Fortrea. Our most recent measurement indicates that 56% of our employees in roles at the director-level and above are women.



You Belong: Employee Resource Groups (ERGs)

Employee Resource Groups are voluntary, employee-led groups of individuals who identify with historically marginalized communities and share common interests or experiences. They are designed to help members feel welcome and comfortable to have open discussions in a safe environment.

To promote the success and sustainability of each ERG, we have global and chapter leaders from various regions. They lead the ERGs in various formats, including in-person and virtually, coordinating with team members to support the ERG's purpose and objectives, programming and event planning. Each ERG also has an executive liaison, a senior leader who provides guidance and leverages their influence within the organization to support the objectives of the ERG.

There are presently eight ERGs at Fortrea, with almost 4,000 unique, active members.



ASCEND
Young professional
employee resource group



PRIDE
LGBTQ+ employee
resource group



ASPIRE
Asian and Pacific Islander
employee resource group



PULSE
Black employee
resource group



EnABLE
Individuals with disabilities
employee resource group



VERG
Veteran employee
resource group



HUMANOS
Hispanic and Latin
employee resource group



WEN
Women's
Empowerment Network

Our ERGs also sponsor events that are open to all and engage employees outside their groups, including celebrations and observances of cultural events such as Black History Month, International Women's Day, Neurodiversity Celebration Week and PRIDE Month.

Other events focus on education and professional development—such as a seminar on Networking and Personal Branding and a Pharma Future Horizon discussion on the future of the pharmaceutical industry and CROs.

Fortrea ERG members also engage with customers in the spirit of learning and growing together. Case in point: Leaders from Fortrea's PRIDE ERG Poland chapter participated in "How to Build Inclusive Culture for Queer and Neurodivergent Persons" and "Queer Health: Diversity in Research & Care," learning and networking events co-hosted by AstraZeneca.





Shadows of Immortality: ERG Encourages Diversity in Clinical Trials

Fortrea's PULSE ERG hosted a conversation related to the book, *"Shadows of Immortality: Untold Struggles of Henrietta Lacks' Grandson,"* featuring a presentation by the author, Alfred Lacks Carter Jr.

Alfred Lacks' grandmother, Henrietta Lacks, was diagnosed with cervical cancer in 1951 at The Johns Hopkins Hospital, one of only a few institutions that treated poor African Americans at the time. To this day, Lacks' cancer cells are used to study the effects of potential cancer treatments without experimenting in humans, though Henrietta and her family were not initially made aware this would happen. Her family has worked for years to shine a light on her sacrifice, her legacy and her immeasurable contributions to the development of life-saving drugs. The event was in recognition of National Minority Health Month, which encourages awareness of the disproportionate burden of premature death and illness that persists among racial and ethnic minorities, including American Indian/Alaska Native populations within the U.S., and drives action to end these health disparities.

As a leader in clinical research, Fortrea and our employees are uniquely positioned to make a difference by:

- **Advocating** for diversity in clinical trials across all demographic dimensions
- **Encouraging** our customers to set clinical trial participation targets that reflect the populations of patients experiencing the conditions under study
- **Continuing to lead** in recruiting diverse populations for trials
- **Educating** our friends and loved ones about opportunities to participate in clinical research



Inspiring Inclusion on International Women's Day

Another popular event was sponsored by the WEN ERG. "Beyond Borders: Harnessing the Power of Storytelling to Inspire Inclusion on International Women's Day" was a one-hour virtual celebration of International Women's Day (IWD), a global day of activism that celebrates the social, economic, cultural and political accomplishments of women. Fortrea panelists from around the world discussed achievements, awareness about discrimination and taking action to drive gender parity. IWD 2024's #InspireInclusion campaign was designed to collectively forge a more inclusive world for women.

Participants were reminded that all can play a part—in our communities, at work, at home and beyond—by embracing women across the spectrum of race, age, ability, faith, body image and self-identity. Including women from all walks of life makes us stronger as a global community.





Fortrea for Good: Responsible Societal Practices

Fortrea is a part of many different communities around the world. Our commitment to diversity, equity and inclusion (DEI) is the foundation of our efforts to build a global team that delivers a lasting impact on healthcare. But that commitment extends beyond our doors. These principles also apply to our community involvement and business practices.

Diversity Needed: Clinical Trials

To bring safe and effective medicines and medical devices to the market, it is important that they have been researched in a population representative of those affected by the disease. When new treatments are only investigated in a population of similar ethnicity, the full picture of their effectiveness cannot be fully understood.



Despite the importance of improving the recruitment of diverse and hard-to-reach patient populations in clinical trials, there are several barriers that deter patients from participating. Some of these issues are logistical, as most clinical trials are run at large academic centers and research institutions located in large cities. While participation is feasible for those nearby, patients in more remote areas may struggle to access the site or take time away from work and family commitments. Beyond logistical concerns, patients may not be aware of suitable clinical trials, since most trials are run by investigators at clinical trial sites, and family doctors may not be aware of available trials to recommend for their patient. **Fortrea is committed to improving trust in and access to clinical trials for all patients and has initiated programs to move the process forward. Here's how:**

Building a Network of Diverse Investigators. A lack of diversity among investigators (the doctors who conduct studies) means fewer patients are aware of trials. For example, a recent study showed that 83% of Black patients living with metastatic breast cancer were somewhat or very likely to consider trial participation, but 40% were not informed of available trials. Fortrea established a partnership with Community Clinical Oncology Research Network, or CCORN, a company founded by oncologists. The partnership aims to improve patient recruitment by helping independent oncology practices, which often serve diverse communities, to get involved in clinical trials.

Reducing Logistical Challenges. Fortrea offers solutions to minimize the need for patients to visit a site. Decentralized clinical trials (DCTs) allow remote, virtual and home-based provisions for patients. This can include replacing face-to-face physician appointments with video calls or providing patients with the tools necessary, such as smart phone applications, to monitor their condition.

Reaching into Neighborhoods. Fortrea uses a mobile clinic screening program. Managed by our medical staff and using artificial intelligence algorithms, Fortrea can identify patient groups based on their diagnostic profile and contact them about relevant screening events taking place nearby. Fortrea also educates patients about clinical research as a care option and informs them of additional treatments they may consider. The screening events can be run directly in hard-to-reach communities, in collaboration with local medical practices. Patients who take part in an event can later be alerted of relevant clinical trials and be directly invited to learn more about them. Connecting with these communities can improve clinical trial access and increase participation, a plus for patients and for improved research.



In concert with these efforts, Fortrea recently announced a comprehensive solution to improve the diversity and inclusion of participants in clinical trials.

This program focused on developing diversity plans for clinical trials is designed to expand patient access to participate in clinical trials and address the U.S. Food and Drug Administration (FDA) requirements to increase enrollment of underrepresented populations in clinical trials. Fortrea's process integrates five components of diversity action planning and execution:

- Real-world evidence advisors research relevant real-world data sets to inform diversity planning
- Regulatory, development and clinical operational experts design the Diversity Action Plan, validate with patient groups and negotiate with regulators
- Operational teams access multiple data platforms, Fortrea's Site Advisory Board and technology-enabled solutions to implement the Diversity Action Plan as an integral part of Fortrea's clinical trial execution
- Monitoring and reporting are enabled by Fortrea's exclusive Diversity and Inclusion Study Insights Dashboard, providing actionable data and visualizations for ongoing study management
- Experienced report technical writers compile data and prepare reports for regulatory submission, providing ongoing regulatory support

This integrated solution incorporates a series of proprietary tools, including epidemiological and feasibility assessments that leverage an exclusive combination of large data sets. The solution also integrates inputs from patient groups to create insights into protocol tolerance and study conduct support requirements in different patient populations across multiple therapy areas and geographies. These insights inform global and local patient recruitment and retention plans to reach underrepresented patient populations and address barriers to participation in clinical trials.



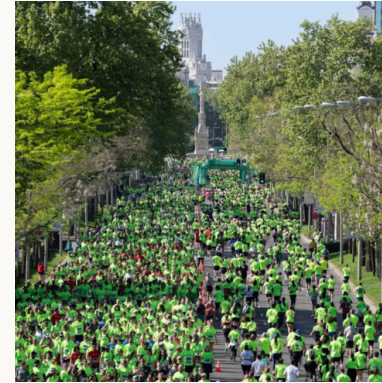
Out and About: Community Outreach

While we are in the process of scaling and formalizing our philanthropic and community outreach programs, employees in many of our locations find ways of giving back and partnering with organizations or events that make a difference. Here are just a few of their stories.

Running Against Cancer: A team of Fortrea runners laced up their running shoes to participate in the 11th annual Race Against Cancer in Madrid, Spain. Organized by the Spanish Association Against Cancer (AECC), this inspiring event brought together a record-breaking 23,000 participants, all running or walking in solidarity with the millions impacted by cancer worldwide.

Breast Cancer Awareness: The Germany chapter of Fortrea’s Women’s Empowerment Network (WEN) and the Healthcare Businesswomen’s Association (HBA) jointly hosted “Unite for Breast Cancer” in Munich to raise awareness for the disease and provide comfort for post-operative patients. WEN Germany employees collaborated with HBA to organize a panel discussion and a service project. Participants crafted 140 heart-shaped pillows that fit comfortably under the arm after breast cancer surgery, thus relieving pain around the surgical area and providing emotional support.

Planting for the Future: Thinking globally, acting locally took on a new meaning at Fortrea sites around the globe. Our facilities team at many office locations sponsored a planting of native trees to celebrate Earth Day.



Morning Tea to Movember: Fortrea staff in Australia and New Zealand took part in a few unique events to raise funds and awareness related to cancer and men's health. The "Morning Tea" includes a bake-off gathering where employees come together, sample homemade desserts and select winners, supporting breast cancer research. In November, employees participated in "Movember," a program that focuses on issues related to men's health, particularly prostate cancer and testicular cancer, as well as mental health and suicide prevention.

Giving Back on the Road: While attending this year's Association of Clinical Oncology (ASCO) annual meeting in Chicago, Fortrea teamed up with the Gilda's Club chapter there to deliver over 500 care packages to local cancer patients. The packages were personalized for patients of all ages—pediatric, teen and adults. Gilda's Club, founded in memory of comedian Gilda Radner, provides emotional and social support to people with cancer, their families and their friends. Almost 200 chapters worldwide offer a safe space for connection and community.

Smiles in Thailand: Working with the Thai Red Cross, a group of Fortrea employees designed a day of fun for children at a local orphanage. In addition to providing hours of activities and games, the team also collected donations of much-needed essentials for the site, including diapers, formula, milk and toiletries.



In Focus: Community Connections in India

Fortrea’s business in India is focused on forging deeper connections with communities, employees and stakeholders.

In 2023 and 2024, Fortrea India championed the needs of local communities with multipronged programs that:

- Created a Safe Space Center for LGBTQ+ community members
- Established STEM and digital centers for underserved children
- Sponsored a Mid-Day Meal Program for children in government schools
- Provided free accommodations for children undergoing cancer treatment

Fortrea funded a Safe Space Center for the LGBTQ+ community in Bangalore, India. This center provides counseling services to underprivileged LGBTQ+ community members, offers testing for sexually transmitted infections (STI) and enables community members to receive benefits from various government programs. The center acts as a platform for the community members to share their stories and experiences with their peers in a non-judgmental and completely confidential environment.

Five STEM centers and a digital center were established at schools in Maharashtra and Karnataka, India. These centers benefit more than 2,500 school children from impoverished families and play a pivotal role in narrowing the digital divide by allowing them to actively participate in experiential learning.

Fortrea sponsored more than 427,000 nutritious school lunches for 4,300 students through its Mid-Day Meal Program. A Mid-Day Meal is a free school lunch provided to children to improve their nutritional levels and aid their education. The core philosophy behind this program is that hunger should never impede education of children.

Financial support from Fortrea enabled safe and hygienic accommodations for more than 55 children receiving cancer treatment. This program provides cost-free holistic care during each child’s stay that looks after the needs of both the child and parent. In addition, both are offered recreational facilities and counseling sessions.





Fortrea for Integrity: Responsible Governance Practices

At Fortrea, we believe effective and responsible corporate governance—the practices and rules under which a company operates—is the foundation of an ethical organization. Our commitment to compliance and ethics is reflected in The Fortrea FOUR, the four behaviors we use to establish our culture.

Forward together • Own it • Uphold integrity • Respect people



Board of Directors

Led by our Chairman and CEO, the Board of Directors at Fortrea has established high standards for the company’s employees, officers and directors. Implicit in this philosophy is the importance of sound corporate governance. It is the duty of the Board of Directors to serve as a prudent fiduciary for shareholders and oversee the management of the company’s business. The board consists of seven individuals, six of whom are independent directors. The Board has three subcommittees:



The Audit Committee is responsible for oversight of the company’s accounting and financial reporting processes and audit of Fortrea’s financial statements. It is also responsible for: oversight of compliance with legal and regulatory requirements; performance of the company’s internal audit function; and the qualifications and independence of the public accounting firm(s) engaged by the company.

The Management Development and Compensation Committee is responsible for the oversight of Fortrea’s compensation and benefits policies. In addition, the committee sets the compensation and monitors performance of the CEO and company officers.

The Nominating, Corporate Governance and Compliance Committee has broad responsibilities including: assisting in identification of individuals qualified to become board members; development and recommendation of corporate governance guidelines; advising the board with respect to governance matters, policies and practices; and overseeing management’s efforts to implement policies and procedures related to compliance.

Code of Conduct and Ethics

Our **Code of Conduct and Ethics** is a comprehensive guide designed to help all employees make the right choices and smart decisions that are consistent with our high ethical standards. These standards apply to all employees, officers and directors, as well as contingent workers, independent contractors, suppliers, vendors and representatives who work on Fortrea's behalf. All are required to read, understand and follow all relevant policies and procedures within the Code.

Sarbanes-Oxley Compliance

As a new standalone company, **Fortrea is enhancing its control framework in line with the requirements of the Sarbanes-Oxley Act (SOX)**, marking a significant milestone in our commitment to transparency, accountability and ethical governance. This effort reflects our broader commitment to corporate social responsibility as we strive to uphold ethical practices and contribute positively to our communities and the environment.

SOX mandates rigorous internal controls and auditing practices to ensure that financial statements, public filings and financial data are accurate and reliable. This heightened focus on accountability extends beyond financial performance to encompass ethical conduct and social responsibility within the scope of SOX via corporate governance initiatives.

Equal Opportunity Employment

Our diversity is a tremendous asset. **We are firmly committed to providing equal opportunity in all aspects of employment and to the principles of inclusion and respect.** We prohibit discrimination in employment, employment-related decisions or in business dealings on the basis of an individual's race, color, national origin, ancestry, nationality, citizenship, religion, creed, age, sex (including pregnancy), marital or familial status, sexual orientation, gender identity and/or expression, military service, veteran status, disability, matriculation, political affiliation, genetic information, immigration status or any characteristic protected by applicable law.



Discrimination and Harassment

Fortrea does not tolerate unlawful discrimination, harassment or retaliation of any kind. Discrimination is defined as any action or decision which affects the terms and conditions of an individual's employment. Harassment involves any unwelcomed act or series of acts that are based on an individual's protected status where either enduring the offensive conduct becomes a condition for continued employment or the conduct is severe enough to create a work environment that a reasonable person would consider intimidating, hostile or abusive.

Anti-Violence

Fortrea has a zero-tolerance policy for workplace violence. Engaging in any act that could cause another individual to feel threatened or unsafe is expressly prohibited. This includes verbal assaults, threats or any expression of hostility, aggression or hazing. Fortrea also prohibits the possession of weapons in the workplace. To the extent permitted by local law, this prohibition extends to company parking lots as well as our facilities.

Fair Competition

We compete fairly and honestly. Fortrea complies with all applicable antitrust and competition laws. We seek competitive advantages through superior performance, never through unethical or unlawful business practices. Stealing proprietary information, possessing trade secret information that was obtained without the owner's consent or inducing disclosures of trade secrets by past or present employees of other companies is prohibited.

Privacy, Information Protection and Security

Fortrea respects the privacy rights of those with whom we work, including patients, study participants, employees, customers and vendors. Protecting the privacy and security of personal information is of the utmost importance to Fortrea's business and key to maintaining the trust of individuals whose information we process including patients, study participants and customers.

We require all personal information (including but not limited to that of patients, study participants and employees) be treated with the strictest confidentiality in accordance with contractual commitments, ethical standards and all applicable laws in the jurisdictions in which we do business including but not limited to the European Union and UK General Data Protection Regulation (GDPR), China's Personal Information Protection Law (PIPL) and Canada's Personal Information Protection and Electronic Documents Act (PIPEDA).

Cybersecurity

Our global cybersecurity program is designed to protect employee, patient and customer information while maintaining the confidentiality, integrity and availability of Fortrea's information and assets. Currently, the cybersecurity program includes cybersecurity services provided by our former parent company through 2024. The underlying controls utilized by these services are based on industry recognized best practices and standards for cybersecurity and information technology, including the National Institute of Standards and Technology (NIST), Cybersecurity Framework (CSF) and the International Organization for Standardization (ISO) 27001:2022 Information Security Management System Requirements.

The cybersecurity program is administered through two primary channels: Fortrea-led cybersecurity services and capabilities, and trusted third-party partners delivering cybersecurity services overseen by our cybersecurity leadership team. Combined, these channels deliver the entire cybersecurity program. We collaborate with other departments, such as IT, legal, compliance, privacy and business stakeholders, to ensure a holistic approach to cybersecurity. Select activities within the program include key items such as:

Cybersecurity risk management program, including, but not limited to:

- Risk assessment activities/analyses
- Risk Committee oversight, documentation, escalation
- Periodic reviews and assessments by external third parties measuring cybersecurity services capability and maturity
- Reporting of risk issues deemed material to our Audit Committee of the Board of Directors

Cybersecurity services, including, but not limited to:

- 24x7 security services and operations including incident response
- Identity access management support and governance
- Security architecture oversight and guidance
- Governance, Risk and Compliance (GRC) functions such as operational and third-party risk management, cybersecurity policies, training and awareness
- Annual and independent penetration testing and vulnerability scanning activities
- Transition services provided by our former parent company in conjunction with our separation in July 2023 and through the exit of the transition service agreement
- Reporting of the state of the cybersecurity program to our Audit Committee of the Board of Directors



We encourage our colleagues to identify and report cybersecurity risks. Cybersecurity risks are identified, documented, presented and reviewed with the Fortrea Cybersecurity Risk Management Committee. The Risk Committee, in conjunction with business stakeholders as required, evaluates risks which are presented to them to determine an appropriate response. The Audit Committee of the Board of Directors has oversight of the cybersecurity program.

Recognizing we are a newly formed company, there are no historical internal or external assessment processes. As we continue to execute our cybersecurity program, we plan to engage external cybersecurity partners for the evaluation and assessment of our program and its capabilities in order to continuously improve the program.

Conflict of Interest

Any potential or actual conflict of interest—or even the appearance of such a conflict—must be avoided. A “conflict of interest” occurs when a person’s private interest actually or potentially interferes in any way with the interests of Fortrea, such that it may be or appear to be difficult for that individual to perform their work objectively and effectively.

Bribery, Corruption and Improper Influence

Fortrea strictly prohibits giving or asking for anything of value to obtain an improper business advantage whether to or from government officials, customers or other commercial entities. The U.S. Foreign Corrupt Practices Act prohibits giving gifts, benefits or anything of value, directly or indirectly to officials of foreign governments, foreign political candidates and public international organizations like the World Health Organization or the United Nations and healthcare professionals employed at state-owned entities to obtain an improper business advantage. Other countries have similar restrictions, such as the United Kingdom’s Bribery Act and other jurisdictional regulations, that cover both public and private sector employees.

International Trade

With global reach and locations worldwide, Fortrea complies with all applicable import, export and trade control laws and regulations in jurisdictions in which we operate. These may include embargo restrictions, anti-boycott regulations, cross-border restrictions and other regulations that may exist to restrict trade with other countries.

Human Rights

Fortrea recognizes the importance of maintaining and promoting fundamental human rights in our operations and throughout our supply chain. Derived from the principles and guidance of the United Nations, the International Labor Organization and the Organization for Economic Cooperation and Development, Fortrea operates under programs and policies that:

- Provide fair and equitable wages, benefits and other conditions of employment in accordance with local laws
- Recognize employees’ right to freedom of association
- Provide humane and safe working conditions
- Support a work environment that is free from human and sexual trafficking, forced and bonded labor and unlawful child labor
- Promote a workplace free from discrimination and harassment
- Address the human rights and environmental issues connected with the mining and trading of conflict minerals



Supplier Code of Conduct

Fortrea has established a standalone Code of Conduct that specifically applies to all suppliers, vendors, contractors, consultants and agents.

The Code highlights certain legal, ethical, environmental and business requirements that are of particular importance to Fortrea and our stakeholders. Areas specifically addressed include ethics and compliance, labor and human rights, safe and healthy work environments and ethical management systems.

Global Action Line

Any employee or third party with concerns regarding Fortrea's Code of Conduct and Ethics or any related policies and standards is encouraged to contact our global ethics hotline, which is available via telephone or online and managed by industry leading hotline provider NAVEX via their EthicsPoint system. The hotline is available 24 hours a day, 7 days a week, 365 days a year. Live telephone language support is available in more than 150 languages, and calls made through one of the country-specific telephone numbers are toll-free. Employees may also choose to speak with their supervisor, a Human Resources representative, or the legal department with their concerns. All reports are reviewed and investigated as appropriate.

TRUST

“Fortrea’s ability to deliver our mission relies on trust.

Employee trust, customer trust, patient trust.
Shareholder trust. Trust of the communities
where we work. Trust is built day to day,
based on what we do and how we do it.”

Tom Pike, *CEO and Chairman*

