



Japan Gender Pay Gap Report 2025

1 Jan 2025 – 31 Dec 2025

Our Commitment

Fortrea is a leading global contract research organization (CRO) helping customers bring life-changing treatments to patients faster. With approximately 15,000 professionals conducting operations in approximately 100 countries during the snapshot year, Fortrea is transforming drug and device development for partners and patients across the globe.

In the snapshot year, Fortrea was in Osaka and Tokyo Japan.

We take pride in our exceptional, highly talented and skilled people. Our work is accomplished each day by diverse, global teams who inspire change, motivated by the life-changing work we undertake.

We are committed to an inclusive and inspiring employee experience in which 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 summary, we are focused on creating a workplace that enables every employee to develop professionally and achieve their extraordinary potential.



Understanding Gender Pay Gap

The gender pay gap shows the variance in average pay between all men and women within a workforce. Our gender pay report reflects several key contributing factors that impact our results.

While our gender mix in the Japan across each pay quartile is balanced, like many companies in our industry and the broader healthcare sector, a disproportionate number of executive and sales positions are held by male employees. This imbalance plays a significant role in our gender pay gap and bonus pay gap.

Additionally, around 95% of our part-time positions are held by females. Our employees have told us that this flexibility is important to them, and we remain committed to offering a variety of working arrangements.

Still, part-time status impacts the bonus gap in particular, because it is calculated on actual bonus payments made rather than full-time equivalents.

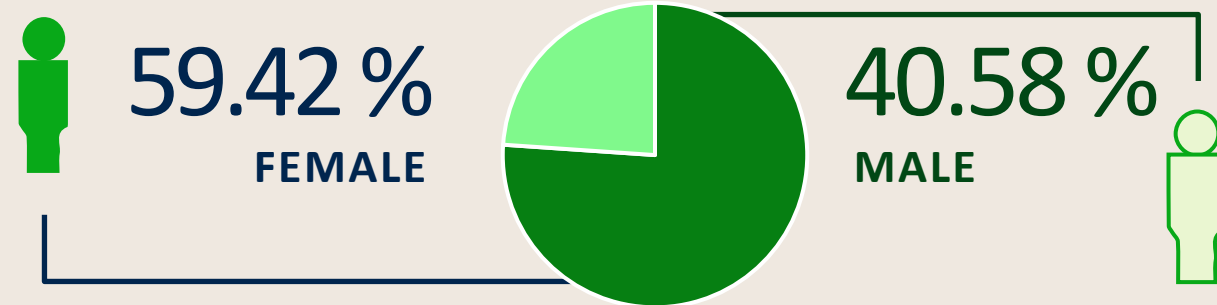


Measures of Success

GENDER BALANCE IN JAPAN

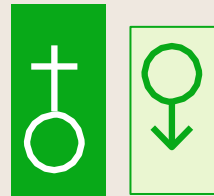
HEALTHY BALANCE

Overall, we have a good gender balance across our organization. More than half (59.42%) of our employees in Japan are female. Advancement opportunities for female employees also are balanced, with 64% of 2025 promotions earned by women.



GLOBAL INCLUSION

Fortrea thrives on an inclusive culture of excellence and is a company dedicated to the idea that people at all levels of our organization should be supported to contribute at the highest levels each day. Respecting people and upholding integrity go beyond our cultural belief system; they are woven into our DNA. We believe in cultivating a workplace where all employees can thrive.



64% OF PROMOTIONS
have gone to females
in 2025*
*Jan 2025 – Dec 2025



72.55 % OF FEMALES
Have Celebrated 5 or more
years of employment with Fortrea

Employee Recognition Program

 **Fortrea** | Above and Beyond

56%
Total Awards
received by
Women

53.3%
Women says work
at Fortrea gives
them sense of
personal
accomplishment

Engagement Survey
(November 2025)

Continuing the Commitment

At Fortrea, our purpose is to bring solutions that bring life-changing treatments to patients faster. To succeed in delivering that purpose, we are building a “Fortrea **FOUR**” culture where we move **F**orward together; **O**wn our performance; **U**phold integrity; and **R**espect people.

Simply put, we are a people-based organization, and our ability to make a difference is based on being able to attract and retain top scientific, therapeutic, analytical and technical talent from across the United Kingdom and around the world.

We are fostering an inclusive and diverse workplace where all employees are equally valued for their unique skills, insights and experiences, and all Fortreans are empowered to achieve their extraordinary potential, regardless of gender. As individuals we bring strength to the organization in different ways. Together those unique talents make us exceptional.

We know there is more to do, and we remain committed to addressing our gender pay gap and measuring our progress.



Angie Wagner

Angie Wagner

Senior Director, Global Compensation