

**U.S. Department of Labor**

Office of Federal Contract Compliance Programs  
Boston District Office  
JFK Federal Building  
15 New Sudbury Street, Room: E-235  
Boston, MA 02203



**CONCILIATION AGREEMENT  
BETWEEN THE  
U.S. DEPARTMENT OF LABOR OFFICE OF FEDERAL CONTRACT COMPLIANCE  
PROGRAMS  
AND  
PAREXEL INTERNATIONAL, LLC  
2 FEDERAL STREET  
BILLERICA, MA 01821  
CASE NO: R00204654**

**PART I: General Provisions**

1. This Agreement is between the U.S. Department of Labor, Office of Federal Contract Compliance Programs (OFCCP), and Parexel International, LLC (Hereinafter Parexel), 2 Federal Street, Billerica, MA 01821.
2. The violations identified in this Agreement were found during a compliance evaluation of Parexel which began on July 18, 2017, and were specified in a Notice of Violation that was issued on March 26, 2019. OFCCP alleges that Parexel has violated Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C 4212) and implementing regulations at 41 CFR Chapter 60 due to the specific violations cited in Part II below.
3. This Agreement does not constitute an admission by Parexel of any violation of Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, (38 U.S.C. 4212) and the implementing regulations.
4. The provisions of this Agreement will become part of Parexel's Affirmative Action Program (AAP). Subject to the performance by Parexel of all promises and representations contained herein and in its AAP, all named violations in regard to the compliance of Parexel with all OFCCP programs will be deemed resolved. However, Parexel is advised that the commitments contained in this Agreement do not preclude future determinations of noncompliance based on a finding that the commitments are not sufficient to achieve compliance.
5. Parexel agrees that OFCCP may review compliance with this Agreement. As part of this review, OFCCP may require written reports, inspect the premises, interview witnesses, and examine and copy documents, as may be relevant to the matter under investigation

and pertinent to Parexel's compliance. Parexel shall permit access to its premises during normal business hours for these purposes.

6. Nothing herein is intended to relieve Parexel from the obligation to comply with the requirements of Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, as amended, and/or the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212), their implementing regulations, or any other equal employment statute or executive order or its implementing regulations.
7. Parexel agrees that there will be no retaliation of any kind against any beneficiary of this Agreement or against any person who has provided information or assistance, or who files a complaint, or who participates in any manner in any proceedings under Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, as amended, and/or the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212).
8. This Agreement will be deemed to have been accepted by the Government on the date of the signature by the District Director.
9. If at any time in the future, OFCCP believes that Parexel has violated any portion of this Agreement during the term of this Agreement, Parexel will be promptly notified of that fact in writing. This notification will include a statement of the facts and circumstances relied upon informing that belief. In addition, the notification will provide Parexel with 15 calendar days from receipt of the notification to respond in writing, except where OFCCP alleges that such a delay would result in irreparable injury.

Enforcement proceedings for violation of this Agreement may be initiated at any time after the 15-day period has elapsed or sooner, if irreparable injury is alleged, without issuing a Show Cause Notice.

Where OFCCP believes that Parexel has violated this Conciliation Agreement, OFCCP may seek enforcement of this Agreement itself and shall not be required to present proof of the underlying violations resolved by this Agreement.

Liability for violation of this Agreement may subject Parexel to sanctions set forth in as applicable, Section 209 of the Executive Order, 41 CFR 60-300.66, 41 CFR 60-741.66 and/or other appropriate relief.

## **PART II: Specific Provisions**

1. **VIOLATION:** During the period of March 1, 2016 through the present, Parexel failed to implement an effective applicant tracking system in accordance with the requirement of 41 CFR 60-3.4 and 60-3.15. Specifically, Parexel did not provide self-ids at the applicant stage. The limitations in the online applicant system resulted in (b) (7)(E) unknown gender and race for the (b) (7)(E) applicants.

**REMEDY:** Parexel will implement an applicant tracking system that effectively enables it to analyze its pool of applicants for: a) Affirmative Action purposes to ensure that the process is yielding a diverse pool of qualified minority and female applicants; and b) Nondiscrimination purposes to monitor for disparate treatment or unlawful adverse impact in the selection process, and to continue to do so for as long as it is subject to the requirements of Executive Order 11246, 41 CFR 60-3.4 and 60-3.15.

2. **VIOLATION:** During the period of March 1, 2016 through February 28, 2018, Parexel failed to perform an effective in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity exist. Specifically, Parexel failed to identify, through an effective in-depth analysis, that its Applicant Tracking System was ineffective. 41 CFR 60-2.17(b).

Had Parexel performed an effective in-depth analysis as required, it would have determined its Applicant Tracking System was ineffective. Accordingly, the issue should have been included as part of Parexel's Identification of Problem Areas.

**REMEDY:** Parexel will perform an effective in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity exist. Parexel will evaluate personnel activity, specifically applicant flow and hires, to determine whether there are selection disparities. 41 CFR 60-2.17(b).

3. **VIOLATION:** During the period of March 1, 2016 through February 28, 2018, Parexel failed to develop and implement an effective internal auditing and reporting system that periodically measure the effectiveness of its total affirmative action program, in violation of 41 CFR 60-2.17(d)(1) through (4). Specifically, Parexel failed to monitor records of all personnel activity, failed to require internal reporting on a scheduled basis, failed to review and report results with all levels of management, and failed to advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

**REMEDY:** Parexel will develop and implement an effective internal audit and reporting system that periodically measures the effectiveness of its total affirmative action program to ensure equal employment opportunity in accordance with 41 CFR 60-2.17(d)(1) through (4).

The internal audit and reporting system will include the following:

- a. Monitoring records of personnel activity including compensation, at all levels to ensure that its nondiscriminatory policy is carried out;
- b. Requiring internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
- c. Reviewing report results with all levels of management; and

- d. Advising top management of program effectiveness and submitting recommendations, including specific steps and concrete strategies, to improve unsatisfactory performance.

4. **VIOLATION:** During the review period of March 1, 2016 through the present, Parexel failed to invite applicants to inform whether the applicant believes that he or she is a veteran protected by VEVRAA in violation of 41 CFR 60-300.42(a).

**REMEDY:** Parexel will invite applicants for employment, prior to an offer of employment, to voluntarily identify as a protected veteran. Additionally, Parexel will invite applicants for employment, after an offer of employment but before applicants begin their job duties to voluntarily inform it whether the applicant believes that he or she is a protected veteran. Parexel will invite the applicant to also indicate if he or she belongs to one or more of the specific categories of protected veterans, as defined by 41 CFR 60-300-2(q). All invitations to self-identify as a protected veteran will comply with the requirements of 41 CFR 60-300.42(q). All invitations to self-identify as a protected veteran must comply with the requirements of 41 CFR 60-300.42(c). Parexel will keep all self-identification information confidential and maintain it in a separate data analysis file, rather than in its personnel or medical files, in accordance with 41 CFR 60-300.42 (e).

5. **VIOLATION:** During the review period of March 1, 2016 through February 28, 2018, Parexel failed to identify in their internal audit and reporting system that Parexel failed to do the following as required by 41 CFR 300.41(h) for an effective internal audit:

- a. Measure the effectiveness of Parexel's AAP;
- b. Indicate any need for remedial action;
- c. Determine the degree to which Parexel's objectives have been attained;
- d. Determine whether known disabled veterans, recently separated veterans, and Armed Forces service medal veterans have had the opportunity to participate in all company sponsored educational training, recreational and social activities; and
- e. Measure Parexel's compliance with the AAP specific obligations.

**REMEDY:** Parexel will develop, implement and include in its AAP an internal audit and reporting systems that periodically measure the effectiveness of its total AAPs, including its applicant tracking methods and procedures for inviting applicants and hires to voluntarily self-identify as a protected veteran. Parexel will undertake corrective actions relating to the findings results, and recommendations of each audit. Parexel will update these systems annually and include them and their findings in current and future AAPs as required by 41 CFR 60-300.41 (h).

6. **VIOLATION:** During the review period of March 1, 2016 through February 28, 2018, Parexel failed to document and maintain the required data pertaining to applicants and hires, in

violation of 41 CFR 60-300.44 (k). Specifically, Paraxel failed to document and maintain any of the required information with regards to data collection for analysis of applicants who self-identified as protected veterans.

**REMEDY:** Paraxel will document the following computations or comparisons pertaining to applicants and hires, on an annual bases, and will agree to maintain the data for three (3) years, as required by 41 CFR 60-300.44 (k):

- a. The number of applicants who self-identified as protected veterans, or who are otherwise known to be protected veterans;
  - b. The total number of job openings and total number of jobs filled;
  - c. The total number of applicants for all jobs;
  - d. The number of protected veteran applicants hired; and
  - e. The total number of applicants hired,
7. **VIOLATION:** During the review period of March 1, 2016 through the present, Paraxel failed to invite its employees and applicants for employment to voluntarily self-identify as an individual with a disability, using the OMB-approved form for this purpose, in violation of 41 CFR 60-741.42(a).

**REMEDY:** Paraxel will invite both its applicants for employment, and its employees, to voluntarily self-identify as an individual with a disability, in accordance with 41 CFR 60-741.42. All invitations to self-identify will be made using the OMB-approved form for this purpose (available on the OFCCP website).

More specifically, Paraxel will invite each of its applicants for employment, prior to an offer of employment, to voluntarily inform it whether the applicant believes that he or she is an individual with a disability, as that term is defined in 41 CFR 60-741.2(g)(1)(i) or (ii). Paraxel will also invite each of its applicants for employment, after an offer of employment has been made and before the applicant begins work, to voluntarily inform it whether the applicant believes that he or she is an individual with a disability. In addition, during the first year it is subject to this requirement, Paraxel will invite each of its employees to voluntarily self-identify as an individual with a disability, and then extend this invitation again at five year intervals, thereafter. At least once during each interval, Paraxel will remind its employees that they may voluntarily update their disability-related self-identification information at any time. Paraxel will keep all self-identification information confidential and maintain it in a separate data analysis file, rather than in its personnel or medical files, in accordance with 41 CFR 60-741.42(e).

8. **VIOLATION**: During the review period March 1, 2016 through February 28, 2018, Parexel failed to identify in their internal audit and reporting system that Parexel failed to do the following as required by 41 CFR 60-741.44 (h) for an effective internal audit:

- a. Measure the effectiveness of Parexel's AAP;
- b. Indicate any need for remedial action;
- c. Determine the degree to which Parexel's objectives have been attained;
- d. Determine whether individuals with known disabilities have had the opportunity to participate in all company sponsored educational training, recreational and social activities; and
- e. Measure Parexel's compliance with the AAP specific obligations

**REMEDY**: Parexel will develop, implement and include in its AAPs an internal audit and reporting systems that periodically measure the effectiveness of its total AAPs, including its applicant tracking methods and procedure for inviting applicants and hires to voluntarily self-identify as an individual with a disability. Parexel will undertake corrective actions relation to the findings, results, and recommendations of each audit. Parexel will update these systems annually and include them and their findings in current and future AAPs as required by 41 CFR 60-741.44 (h).

9. **VIOLATION**: During the review period of March 1, 2016 through February 28, 2018, Parexel failed to document and maintain the required data pertaining to applicants and hires, in violation of 41 CFR 60-741.44 (k). Specifically, Parexel failed to invite applicants to identify as an individual with a disability. Due to Parexel's failure to consistently collect the Section 503 self-id data Parexel was unable to collect and retain the required data under 41 CFR 60-741.44 (k). Specifically, Parexel failed to document and maintain any of the required information with regards to data collection for analysis of applicants who self-identified as an individual with a disability.

**REMEDY**: Parexel will document the following computations or comparisons pertaining to applicants and hires, on an annual basis, and will maintain the data for three (3) years, as required by 41 CFR 60-741.44 (k).

- a. The number of applicants who self-identified as individuals with disabilities, or who are otherwise known to be individuals with disabilities;
- b. The total number of job openings and total number of jobs filled;
- c. The total number of applicants for all jobs;
- d. The number of applicants with disabilities hired; and

- e. The total number of applicants hired.

**FUTURE CONDUCT:** Parexel will not repeat the above violations.

### **Part III: Reporting**

1. Parexel agrees to retain records pertinent to the violations cited in Part I above, and to the reports submitted in compliance with Paragraph 2, below. These records shall include data and information underlying the required reports, specifically, but not limited to all applications and personnel records. The records will be retained until the expiration of this agreement or consistent with regulatory requirements, whichever is later.
2. Parexel agrees to furnish to OFCCP, Boston District Office, with the following reports:

Parexel will submit two (2) reports and will send the reports to:

District Director  
U.S. Department of Labor, OFCCP  
Boston District Office  
JFK Federal Building, Room E235  
15 New Sudbury Street  
Boston, MA 02203

The *first report* shall be due 30 days from the effective date of this Agreement and shall contain the following:

1. Narrative discussion of the implementation of Parexel's applicant tracking system, to include a description of the system and the training on the system. **(Violation 1)**
2. A Copy of Parexel's voluntary self-identification form(s) used to identify protected veterans during the pre- and post-offer stages. **(Violation 4)**
3. A copy of Parexel's voluntary self-identification form used to identify individuals with a disability. **(Violation 7)**

The *second report* shall be due on March 30, 2020 and shall consist of the following covering the period from the effective date of this Agreement to February 29, 2020.

1. A listing of all applicants and hires for each job opening, during the reporting period. **(Violations 1, 4 and 7)** This list must include:
  - a. Applicant name or ID;
  - b. Race/Ethnicity;
  - c. Gender;
  - d. Date of application;
  - e. Job group applied to;
  - f. Job title applied for;
  - g. Job group hired into;
  - h. Job title hired into;
  - i. Veteran status;
  - j. Disability; and
  - k. Disposition for those not selected for hire.
2. Copy of Parexel's EO 11246 Identification of Problem Areas section of Current AAP as of the due date. **(Violation 2)**
3. Parexel's EO 11246 Internal Audit and Reporting narrative from its Current AAP as of the due date. The narrative should include the results for items a-d below **(Violation 3):**
  - a. Monitor records of all applicants and self-identification process at all levels to ensure the nondiscriminatory policy is carried out;
  - b. Require internal reporting on a scheduled bases by measuring Parexel's compliance with its voluntary self-identification procedures and applicant tracking including the degree to which equal employment opportunity and Parexel's objectives have been attained;
  - c. Review report results with all levels of management; and
  - d. Advise top management of program effectiveness and indicate any need for remedial action and submit recommendations to improve unsatisfactory performance.
4. Parexel's VEVRAA Internal Audit and Reporting narrative from its Current AAP as of the due date. The narrative should include the results from a-e below **(Violation 5):**
  - a. Measure the effectiveness of the Parexel's AAP;
  - b. Indicate any need for remedial action;
  - c. Determine the degree to which Parexel's objectives have been attained;
  - d. Determine whether known disabled veterans, recently separated veterans, and Armed Forces service medal veterans have had the opportunity to participate in all company sponsored educational training, recreational and social activities; and
  - e. Measure Parexel's compliance with the AAP specific obligations.

5. The following data collected as required under 41 CFR 60-300.44(k) for Parexel's current VEVRAA AAP as of the due date (**Violation 6**):
  - a. The number of applicants who self-identified as protected veterans, or who are otherwise known to be protected veterans;
  - b. The total number of job openings and total number of jobs filled;
  - c. The total number of applicants for all jobs;
  - d. The number of protected veteran applicants hired; and
  - e. The total number of applicants hired.
  
6. Parexel's Section 503 Internal Audit and Reporting narrative from its Current AAP as of the due date. The narrative should include the results for items a-e below (**Violation 8**):
  - a. Measure the effectiveness of the Parexel's AAP;
  - b. Indicate any need for remedial action;
  - c. Determine the degree to which Parexel's objectives have been attained;
  - d. Determine whether individuals with known disabilities have had the opportunity to participate in all company sponsored educational training, recreational and social activities; and
  - e. Measure the Parexel's, compliance with the AAP specific obligations.
  
7. The following data collected as required under 41 CFR 60-741.44(k) for Parexel's current Section 503 AAP as of the due date (**Violation 9**):
  - a. The number of applicants who self-identified as individuals with disabilities, or who are otherwise known to be individuals with disabilities;
  - b. The total number of job openings and total number of jobs filled;
  - c. The total number of applicants for all jobs;
  - d. The number of applicants with disabilities hired; and
  - e. The total number of applicants hired.

**RECORDS:**

During the life of this Agreement, Parexel will maintain all records pertinent to the violations resolved by this Agreement and the reports submitted under it, including the underlying information on which the reports are based. These records will be maintained by Parexel at least until the expiration date of this Agreement or, if longer, for any time period prescribed under OFCCP implementing regulations.

**TERMINATION DATE:**

This Conciliation Agreement will remain in effect until the review and acceptance by OFCCP of Parexel's final progress report.

**INTEGRATION CLAUSE:**

This Agreement represents the full Agreement between Parexel and OFCCP and this Agreement supersedes any other agreements, oral or written. In signing this Agreement, neither Parexel nor OFCCP relies upon any promise, representation of fact or law, or other inducement that is not expressed in this Agreement. This Agreement may be modified only by written agreement of the parties affected and may not be modified by any oral agreement.

**PART IV: Signatures**

This Conciliation Agreement is hereby executed by and between OFCCP and Parexel.

(b) (6), (b) (7)(C)

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Michele Fournier  
Executive Vice President and  
Chief Human Resources Officer,  
Parexel International, LLC

DATE: September 6, 2019

(b) (6), (b) (7)(C)

\_\_\_\_\_  
Adriana Lopez  
Assistant District Director  
Boston District Office

DATE: 9/10/19

(b) (6), (b) (7)(E)

\_\_\_\_\_  
Compliance Officer  
Boston District Office

DATE: 9/9/19

(b) (6), (b) (7)(C)

\_\_\_\_\_  
Rhonda Aubin-Smith  
District Director  
Boston District Office

DATE: 9/10/19