Day One Guide

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Disclaimer
The Day One Quick Start Guide is intended to provide basic information about the changes related to the combined ICON and PRA organisation on Day One. The Guide reflects what is changing and what is not for employees. It is not intended to be all inclusive, reflects the best information available at the time of publication, and is subject to change.

Message from the CEO

Dear Colleagues,

On behalf of the ICON Leadership Team, I would like to welcome you to the new ICON, as we embark on a journey together to create the world's leading healthcare intelligence and clinical CRO. In doing so, I look forward to creating opportunities that will help you and your fellow new ICON colleagues develop professionally and personally, so that you have long, rewarding and exciting careers in the new ICON.

As a people-focused business, you are our greatest strength and are the driving force behind the successful delivery of our customers' development programmes, which help improve and save the lives of millions of patients around the world. We recognise that the success of our new organisation depends on our ability to quickly become one company and provide everyone with the tools and information to enable them to succeed. We have already done a lot of work in planning the integration of our two great companies and, while we have a lot more to do, I am confident that the collaborative and can-do spirit of employees will help us to create a world-class, combined company.

Today is the new beginning of a new ICON and I am excited to have you on the team!

Steve Cutler
Chief Executive Officer
ICON plc

Getting Started Checklist

Please read this list and take the appropriate actions

This list includes key actions you will need to take Day One and in the first two months.

- ☐ Visit the [Integration microsite](https://integrationportal.iconplc.com) (https://integrationportal.iconplc.com), which will be available for all employees on Day One. The microsite will contain a range of information and video content and acts as a single repository of integration information for the combined organisation

Compliance Training

- ☐ Complete the new **ICON IT Security Training,** if you have not done so already
    - The ICON IT Security Training is available in each legacy organisation's LMS:
        - Legacy ICON – iLearn – Course Code GG2438
        - Legacy PRA – Cornerstone – Course Code ECC501
    - Legacy ICON employees who have already completed this training do not need to retake it
- ☐ Complete the ICON Global Ethics and Compliance Training for legacy PRA Employees within 60 calendar days of Day One

New Policies and Policy Acknowledgements

- ☐ All employees must comply with the ICON Global Code of Ethical Conduct (the ICON Code), as well as the following ICON compliance policies, as of Day One. (Legacy PRA employees may access the ICON Code and the listed policies in Veeva Vault.)
    - Speak Up Policy
    - Global Anti-Corruption Compliance Policy
    - Global Employee Conflict of Interest Policy
    - Global Policy on Interactions with Healthcare Professionals
    - Share Trading Policy
- ☐ Legacy PRA employees will be required to read and acknowledge the ICON Code and ICON policies listed above no later than 60 calendar days of Day One.

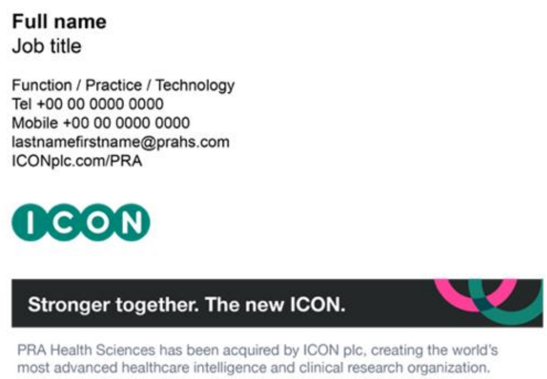
Policy acknowledgement and trainings are subject to Works Councils review where required.

Brand and Communications

- Direct any media queries to Laurie Hurst (hurstlaurie@prahs.com) or David Green (david.green@iconplc.com). Only authorised spokespeople are permitted to speak on behalf of ICON.
- Direct any investors or analysts queries to Jonathan Curtain (jonathan.curtain@iconplc.com). Only authorised spokespeople are permitted to speak on behalf of ICON.
- *All Employees*: Update the formatting of your signature to the format shown below. Legacy PRA employees will retain their PRA email address until further notice.

  A standard email signature is reflected below:

ICON employees



PRA employees

  All email signatures should use the format shown above and include the ICON logo positioned as specified. The font style used is Arial, 10pt and the font colour is charcoal grey (R:36 G:40 B:40). The format of the email signature should not be altered, and Outlook stationery should not be used as an alternative. In time the 'Stronger Together. The new ICON' graphic will be also removed from email signatures. Marketing will provide further guidance on this in the future. Scanned signatures, photographs or personal quotations are not permitted.

  For a period of time following Day One, PRA staff may wish to add the following statement to their email signatures:

  > ***PRA Health Sciences has been acquired by ICON plc, creating the world's most advanced healthcare intelligence and clinical research organisation.***

- Update your business voicemail to remove references to PRA and reference ICON
- Visit the Integration Microsite to access, review and download ICON company policies, brand guidelines, project and client presentations and templates
- Update LinkedIn and other professional profiles to reflect ICON as your new employer
- **Legacy PRA Business Development and Client-Facing Employees ONLY:** Order your new ICON branded business cards. *Follow this link to order your business cards*

About this Guide

Welcome to the new ICON – we are delighted to have you on board!

As a continuation of our commitment to keeping you informed on the most up-to-date information relating to the integration of PRA with ICON, and to answer the many questions you undoubtedly have, we have developed this Quick Start Guide. Consider it your go-to source on a wide range of topics, including information from Human Resources, IT, Facilities, Travel, Payroll, Marketing and Legal.

The guide is organised by key functional topics. Within each section, you will find information on **'What's Changing and What's Not'**, along with answers to frequently asked questions.

It is important to note that while we have been able to make some decisions relatively quickly in advance of the acquisition being completed, many decisions are still being discussed and reviewed by employees from legacy PRA and ICON, who are leading the Integration Workstreams. As we work through integration and confirm decisions, we will share additional updates. In the meantime, if you have questions about this guide, or need additional information, please submit your question using the most relevant channel listed on the next page.

We are going through an exciting transition and look forward to having you as a valuable member of the new ICON.

Joe Cronin
Chief HR Officer
ICON plc

ICON Resources

For Questions/Concerns About…	Legacy PRA	Legacy ICON
The ICON Day One Guide or other topics not covered below	https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions	https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions
IT Systems/Equipment	PRAHS HelpDesk	https://icon.service-now.com/sp
Training/Learning Management System	PRAHS HelpDesk	http://ilearn.iconcr.com/topclass/
Human Resources	HumanResources@prahs.com	http://myhr.iconplc.com
Benefits	hr-benefits@prahs.com	http://myhr.iconplc.com
Ethics & Compliance	Corporatecomplianceoffice@prahs.com	Legalcompliance@iconplc.com
Applying for Internal Positions	Legacy PRA Internal and External https://icon-internalcareers-prahs.icims.com/	ICON Internal: https://wd3.myworkday.com/icon/d/task/1422$1235.htmld ICON External https://icon.wd3.myworkdayjobs.com/broadbean_external Legacy DOCS: https://careers.docsglobal.com/
Brand & Communications:		
Branding and Brand Asset	BDMarketing-AllUsers@prahs.com	marketing@iconplc.com
Media Inquiries	**Laurie Hurst** Hurstlaurie@prahs.com	**David Green** David.green@iconplc.com
Investor/Analyst Requests	**Jonathan Curtain** Jonathan.curtain@iconplc.com	**Jonathan Curtain** Jonathan.curtain@iconplc.com
Insurance:		
Commercial/Corporate Claims	PRAInsurance@prahs.com	ICON_Insurance@iconplc.com
Worker's Compensation	PRAHEAR@prahs.com	ICON_Insurance@iconplc.com

Functional Sections

Branding and General Business

Topic	Impact of Integration
Company Name	• ICON will be the name of the combined company and the company name we will use in all markets • Legacy PRA legal entity names in all markets will not be changing until a later date; employees will be notified at the appropriate time, if and when legal entity name changes occur
Branding and Use of Branding Assets	• ICON logo will be the logo of the new combined organisation • ICON MS office templates & brand colour palette have been updated for Day One to include PRA colours to support the messaging around "new ICON." • ICON brand guidelines and templates can be accessed on the Integration Microsite and on the ICON brand portal • A new PowerPoint template will be used by PRA and ICON employees to introduce our new capabilities to clients - this template will replace existing ICON and PRA templates which should be retired • The ICON and PRA marketing and communications team are reviewing the combined marketing and sales enablement collateral of both organisations and determining prioritisation criteria and schedule for updating webpages and the entire combined collateral portfolio • Sub-brands, e.g., Symphony, will remain the same, options for future branding are under review. • From Day One, PRA legacy marketing collateral will be available from the ICON brand portal, providing all BD staff with access to the full portfolio of collateral and other materials including an extensive library of photography, MS office templates etc. • Once all PRA staff are migrated to an @iconplc email account in early 2022 all PRA staff will be able to seamlessly access the ICON brand portal with single sign on (SSO) • Contact a member of the marketing team (marketing@iconplc.com or BDMarketing-AllUsers@prahs.com) if you have questions on ICON branding and brand assets

Topic	Impact of Integration
Email, Business Cards and Phone Messaging	• All employees should update their signature to reflect the format shown below. Legacy PRA employees will retain their PRA email address until further notice. A standard email signature is reflected below:  ○ For a period of time following Day One, PRA staff may wish to add the following statement to their email signatures: ***PRA Health Sciences has been acquired by ICON plc, creating the world's most advanced healthcare intelligence and clinical research organisation.*** ○ You can elect to use a short URL that would direct clients to the section of the ICON website with communications related to the acquisition e.g. ICONplc.com/PRA • Business Development and client facing employees can order ICON branded business cards. Follow this link to order your business cards • For non-client facing employees, ICON branded business cards will be provided, at a future date, in line with the switch over to @iconplc.com email addresses, which is currently planned for early 2022 • On Day One, email signatures must reflect the new ICON company name and branded format • On Day One, all employees should answer the phone as ICON and change voicemail greetings accordingly
Signage on Buildings	• All PRA logo signage will be replaced by ICON logo signage. The signs will be updated in phases based on the size of the sign and other additional complexity considerations

Topic	Impact of Integration

Corporate Website	• Our combined company website will be www.iconplc.com, but both websites will continue to co-exist for a period of time
	  ○ From Day One elements of prahs.com will redirect to iconplc.com – for example:
	    • Redirecting Press and Investor Relations pages to ICON
	    • Logo updated

Intranet	• An Integration Microsite will be available for all employees on Day One • The microsite will contain a range of information and video content and acts as a single repository of integration information for the combined organisation • Legacy intranets (InsidePRA and MyICON) will remain available as well

Media and Investor Relations	• ICON interactions with news media, investors and technology analysts are coordinated through Marketing or Investor Relations
	• Only authorised spokespeople are permitted to speak on ICON's behalf
	  ○ Direct any media inquiries to Laurie Hurst (hurstlaurie@prahs.com) or David Green (David.green@iconplc.com) in the Marketing Department
	  ○ Direct any investor or analyst requests to Jonathan Curtain (jonathan.curtain@iconplc.com) in the Investor Relations Department

FAQs

Q1. What website should we direct our customers to visit?

A1. Both websites will continue to co-exist for a period of time. However, from Day One elements of prahs.com will redirect to iconplc.com – these include:

- Update About Us page and subsequent sections to include relevant acquisition information
- Logo updated
- Redirecting Press and Investor Relations pages to ICON
- Redirecting/Updating Executive Profiles
- Aligning contact and webforms with ICONplc.
- Visitors to prahs.com will be advised that the acquisition of PRA by ICON has completed and that parts of the site may redirect visitors to iconplc.com

Over the ensuing weeks and months, the combined marketing team will be updating webpages on iconplc.com to reflect the combined capabilities of the new organisation. All new marketing content will be published on iconplc.com. Eventually, when content migration is complete, the prahs.com domain will be redirected to point to iconplc.com. Further guidance on that will be communicated at that time.

Q2. Will the PRA Health Sciences logo be retired?

A2. Yes. Some changes (mostly digital channels) will take effect from Day One. Other changes will take time to implement and switch over to the ICON logo. This transition process may take several months to fully complete.

Q3. Where can I access the ICON brand guidelines?

A3. The ICON visual identity guidelines have been updated to incorporate a lighter shade of PRA pink in the colour palette. Within ICON these are distributed via the ICON brand portal, which all legacy PRA BD and marketing staff have access to from Day One. Within PRA, these are distributed via the Acquisition Information section of the InsidePRA intranet and will be available via the Integration Microsite.

Q4. If I attend a tradeshow or conference and need branding support on marketing collateral, who should I contact?

A4. Following Day One, all conferences (whether virtual or even physical later in the year) will be branded ICON. You should contact a member of the marketing team for any queries for specific conferences.

Q5. Will the PRA Health Sciences social media accounts remain active?

A5. For a period, yes. There will be some branding changes applied as part of the Day One changes. The combined marketing and corporate communications team are in active discussions on aligning processes for social media publishing and will share details on any changes as they become available. Eventually, the PRA social media accounts will be merged with the ICON social media accounts. If you don't already, you may wish to follow ICON social media accounts for miscellaneous organisational and marketing updates. Links to these can be found in the footer of the ICON public website.

Q6: Will the signage on PRA buildings change?

A6: Yes. All PRA logo signage will be replaced by ICON logo signage, which will be updated in a phased manner.

Q7. Will PRA staff receive new branded ID badges?

A7. Yes, however exact timings will vary across offices. Current PRA ID badges will remain active on Day One until further notice from respective facilities team.

Q8. Will I have to order new business cards?

A8. There will be no changes to business cards on Day One. Legacy PRA staff are asked to refrain from requesting new business cards until they have been migrated to an @iconplc.com email address. The exception may be those in key client-facing roles (e.g. Business Development) who can order ICON branded business cards, by following this link.

Q9. When should PRA staff update their employer company name on LinkedIn and other professional profiles?

A9: PRA staff should update all electronic professional profiles to reflect your employment at ICON. You may also wish to follow the ICON LinkedIn company page for miscellaneous organisational and marketing updates.

Q10. How should I update my email signature to reflect the new brand?

A10: All email signatures will include the ICON logo and follow ICON brand formatting for email signatures from Day One. Guidance specific to the formatting of email signatures is shown in the table on a previous page, together with an illustrative example.

For a period of time following Day One, legacy PRA staff should add the following statement to their email signatures:

> *PRA Health Sciences has been acquired by ICON plc, creating the world's most advanced healthcare intelligence and clinical research organisation.*

Q11. Where can I access templates for presentations, letterheads, and business cards that reflect the ICON brand?

A11. These are being distributed across a range of channels. Within ICON these are currently available from both the Brand Portal and embedded on staff computers within MS Office software. Within PRA these are distributed via the Acquisition Information section of InsidePRA and on the Integration Microsite.

Q12. What do I do with any PRA branded literature?

A12. A new PowerPoint template will be used by PRA and ICON employees to introduce our new capabilities to clients - this template will replace existing ICON and PRA templates which should be retired. The ICON and PRA marketing and communications teams are reviewing the combined marketing and sales enablement collateral of both organisations and determining prioritisation criteria and schedule for updating webpages and the entire combined collateral portfolio.

Q13. On Day One how do I answer the phone?

A13. From Day One, all employees should answer the phone as 'ICON'. Employees should also update their voicemail messages to remove references to PRA and reference ICON.

Q14. Who can I reach out to if I have questions?

A14. Enquiries relating to ordering business cards or office specific letterhead should be directed to your local facilities team. For all other enquires related to branding please contact a member of the marketing team of your current organisation or (marketing@iconplc.com or BDMarketing-AllUsers@prahs.com).

Q15. What should I do if a member of the media contacts me for information either before or after the integration?

A15. Please direct any inquiries from journalists, investors or analysts to any member of the Corporate Communications or Investor Relations team (see above). Only authorised personnel may speak to the media.

Q16. Are we communicating this brand change to customers, sites and other stakeholders?

A16. Yes. Communications including a press release, social media promotion, and email communications, are planned for PRA customers and other stakeholders, which will together raise awareness amongst clients of this change.

Q17. What are the branding impacts on PRA Health Sciences entities and sub-brands?

A17. ICON operates a masterbrand strategy which supports greater market awareness and cross-selling of services within accounts. Consistent with this strategy, all PRA-branded businesses will be adopting the ICON brand. Further investigation and discussion on specific sub brands (e.g., Symphony) are planned for post Day One, with specific recommendations to be made at a future date.

> I am delighted to see our new, combined and highly experienced Finance leadership team take up their new roles and continue to leverage the best of both from our two great companies
>
> \- Brendan Brennan

Finance & Tax

Finance & Tax

Topic	Impact of Integration
Spending and Authorisation Matrix	• The invoice approving method will not change on Day One • New Authorisation Policy and limits will be effective on Day One and these can be found on the Integration Microsite (https://integrationportal.iconplc.com)
Payroll	• You will experience no changes to the method or systems used to receive your salary payments • Your pay slips, payroll help desks and payroll email addresses will remain the same • No changes are expected to pay frequency or pay date
Timesheets	• You will experience no changes to the method or systems used to record your time
Travel & Expense Reports	• You will experience no changes to the method or systems used to book travel, complete and submit expense reports; reimbursement policies will also remain the same
Corporate Credit Cards/Purchasing Cards	• You will continue to use the same corporate credit cards, and the same systems will be used to record the expenses • There will be no changes to the payment method
Vendor/Site Payments	• You will experience no changes to the method nor systems used to approve vendor invoices or to make vendor or site payments

FAQs

Q1. Will the name of the company on my pay slip remain the same?

A1. There will be no change on Day One to the name of legal entity or employer reflected on your pay slip.

Q2. How can I add an approver to a project?

A2. There will be no changes on Day One. Please continue to leverage the same approval process.

Q3. If I have a question about my expense report who do I contact?

A3. There will be no change to the current process, continue to follow the same process for inquiries as you did before Day One.

Q4. Will there be any change to the VAT or EORI (import/export) numbers?

A4. There will be no change.

Q5. What will be the process for Capex Approval?

A5. The Capex Approval limits will be explained in the new Spending and Authorisation Matrix, which can be found on the Integration Microsite (https://integrationportal.iconplc.com)

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The team is determined to continue developing the strong people practices, continuous learning and development culture and talent development initiatives in both companies to continue developing our people and enable them to have long and rewarding careers in the combined company.

- Joe Cronin

Human Resources

Human Resources

The following HR table applies to all employees. On Day One, all employees will remain on their legacy HR platforms.

Topic	Impact of Integration
Base Salary and Rate of Pay/Wages	• Your base salary or rate of pay/wages will remain the same on Day One
Job Title	• Your job title will remain the same on Day One
Benefits, Savings and Retirement Plans	• Your benefits, savings and retirement plans and programs will remain the same on Day One
Years of Service	• Your 'Years of Service' will continue to accrue on Day One; there will be no reset as a result of the acquisition
Leave of Absence (childcare, maternity, disability, adoption leave and assistance)	• You will continue to adhere to your current Leave policies that applied to you prior to the acquisition • Colleagues on authorised leave at the time of the acquisition will remain on the same leave arrangements as currently exist
Vacation, Sick Time, and Holidays	• You will continue to follow your current Holiday Calendar and Leave policies for the remainder of 2021 • No changes will be made to your vacation/holiday balance on Day One as a result of the acquisition
Merit Increase	• Merit increases as a result of the 2021 performance year will be effective no later than your legacy organisation's current timeline (e.g., 1 April 2022)
Performance Management (PRA: PDP ICON: PMP)	• No changes will be made to the performance management process for the 2021 performance cycle • Any changes to the 2022 performance year will be communicated in advance of the performance year
Employee Stock Purchase Plan (ESPP)	• ICON does not offer an ESPP • Legacy PRA employees will no longer be able to participate in an ESPP. This has been communicated to all participating employees
Car leases and allowances	• No changes to car programs or any other allowances on Day One

Topic	Impact of Integration
Tuition Reimbursement	• You will continue to use your current Tuition Reimbursement Policy (if applicable)
Service and Anniversary Awards	• Service and Anniversary Awards and other recognition will remain the same (where applicable)
HR Services	• You will continue to use your current HR platforms and processes (HR Service Desks, call centers, systems, forms, etc.)
Learning Management System (LMS)	• Legacy ICON colleagues will continue to use ICON University for learning and training and the iLearn system • Legacy PRA colleagues will continue to partner with the PLM team and their Department Learning Leads for learning and training needs, and use Cornerstone to complete assigned and voluntary training

FAQs

Q1. Will my benefits change on Day One?

A1. Your benefits will not change on Day One, and you will remain enrolled in your current benefits plans.

Q2. Will my years of service be adjusted?

A2. Your years of service, as currently recognised by ICON or PRA, will continue to be recognised by the combined business in the same manner as it was prior to the acquisition.

Q3. When will changes to performance management be communicated?

A3. Your performance rating methodology and criteria will not change for the 2021 performance year. Any performance methodology and criteria changes to the 2022 performance year will be communicated in advance of the 2022 performance year.

Q4. Will 2021 bonus payment timing change post Day One?

A4. 2021 bonus eligibility will be calculated following the same or currently existing methodology and paid no later than what’s stipulated in your bonus plan (e.g., March / April 2022). Bonuses payment are discretionary and accrued in line with revenue and profit each quarter.

Q5. How do I apply for a position internally?

A5. There are two separate processes for applying for a role internally:

1) Roles within your legacy organisation: You will continue to follow the same process you use today and apply through the internal career sites.
2) Roles across legacy organisations: You will apply to roles across the two legacy companies through the new Integration Microsite starting on Day One
(see ICON: https://icon.wd3.myworkdayjobs.com/broadbean_external;
DOCS: https://careers.docsglobal.com/; PRA: https://icon-internalcareers-prahs.icims.com/)

Q6. Who is my new HR contact?

A6. You will continue to use your legacy-organisation's HR business partners, processes, and systems for all HR matters. If there are any changes to your HR contact, you will be notified.

Q7. Are there any specific requirements I must complete as a result of the acquisition?

A7. Legacy PRA colleagues are required to complete the "ICON Global Ethics & Compliance Training" course, and Employee Acknowledgement for applicable ICON policies, via Cornerstone within 60 calendar days of Day One.

Both legacy PRA and legacy ICON employees are required to complete "PRA and ICON Integration Information Security Awareness Training" course, via their respective learning management systems (Cornerstone or iLearn). If you have not already completed this training, please complete this as a priority.

Q8. How do I change my withholdings, bank account information, address, etc. following the acquisition?

A8. You will continue to use the same systems and process that you used prior to the acquisition to make these updates.

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Both ICON and PRA have a strong track record and reputation for industry leading IT innovation, leadership and delivery

– Tom O’Leary

Information Technology (IT)

Information Technology (IT)

Topic	Impact of Integration
Computer Hardware, Software and Business Applications	• You will continue to use your current computer, printers and associated software • You will have continued use of your current internal and external applications on Day One • There will be no change to the business applications, platforms or processes on Day One
Business Email Account	• You will continue to use your current email account • Your email address will not change on Day One
Calendar Sharing	• All employees will have visibility of each other's calendars to see busy/free slots
Instant Messaging	• Legacy PRA employees will be able to instant message legacy ICON colleagues on Day One using your existing Microsoft Teams application [*See Appendix B for detailed instructions on how to enable MS Teams IM to Jabber*] • ICON employees will be able to instant message legacy PRA colleagues on Day One using your existing Jabber application [*See Appendix B for detailed instructions on how to message PRA colleagues through Jabber*]
Meeting Room Reservations	• There will be no changes to the meeting room reservation process on Day One
Email Distribution Lists	• Email distribution lists which exist in legacy PRA today will remain unchanged
Conference Calling	• You will continue to leverage the same conference calling platforms on Day One
VPN Remote Access	• VPN Remote Access remains unchanged on Day One for all employees • If specific non-standard access is required to perform your job, access will be managed on a case-by-case basis
Intranet Access and Integration Microsite	• An Integration Microsite will be available for all employees on Day One at https://integrationportal.iconplc.com • The microsite will contain a range of information and video content and acts as a single repository of integration information for the combined organisation

Topic	Impact of Integration
	• Legacy intranets (InsidePRA and MyICON will remain available as well. You will access these through the new microsite
Business Mobile Devices	• There will be no changes to your business mobile device on Day One
Office Phones	• There will be no changes to your office phone on Day One
IT Help Desk Support	• You will continue to adhere to your usual policies and procedures regarding contacting the IT Help Desk • If there is a security or system incident or outage, you will follow the same process that you did prior to Day One to escalate or report it

FAQs

Q1. Will I keep my current computer?

A1. Yes, you will keep your current computers, monitors, printers, etc.

Q2. Which Service Desk do I call for assistance?

A2. On Day One, you will call the same service desk you did before Day One.

Q3. Will I keep my current business mobile devices and office phone?

A3. Yes, you will keep your current mobile devices and office phone.

"

The combined CAO Group will focus on providing strong customer service to our internal and external customers

- Diarmaid Cunningham

Facilities

Facilities

All facilities information provided below is subject to legacy ICON and PRA and local legal health restrictions required during the COVID-19 pandemic.

Topic	Impact of Integration
General	• The combined organisation will be headquartered at ICON's global headquarters in Dublin, Ireland • Remote employees will continue to work remotely on Day One • All employees will adhere to local market health requirements and your current organisation's guidance required during the COVID-19 pandemic
Legacy PRA and ICON Sites	• Employees at respective legacy ICON and PRA sites will remain at the existing locations, unless otherwise notified, and have access to the same workspaces, common areas, conference rooms as they did prior to Day One • Signage at legacy ICON and PRA will remain the same at Day One. Signage at PRA sites will change over time in a phased manner • Access to file and print servers will remain the same • You will continue to have access to common areas such as restrooms, coffee areas, cafeterias, fitness centers, conference rooms and childcare facilities, where applicable • You will be able to reserve conference/meeting rooms in your Outlook calendar as you did prior to Day One • Badges and IDs for legacy employees and visitor badges will remain as is, with no changes at this time
Site Moves	• Post Day One, a number of company global offices will be combined, consolidated or relocated • Where applicable, impacted employees will be informed well in advance of any site moves through a series of communications and updates. All changes will be executed in accordance with local legal requirements including works councils' consultations
ID Badges	• Current ID badges will remain active at dedicated sites on Day One
Mail Delivery	• Incoming and outgoing mail delivery will remain the same
Parking	• Legacy ICON and PRA parking access will remain the same on Day One

FAQs

Q1. What is the address of our corporate headquarters?

A1. ICON corporate headquarters is located at ICON Clinical Research, South County Business Park, Leopardstown, Dublin, D18X5R3, Ireland.

Q2. Will we change the signs on all PRA buildings?

A2. Yes, but in a phased approach at a later date. A rebranding review, which includes our facilities signage, will determine if and when there will be any changes to our buildings and office spaces.

Q3. Will PRA staff receive new branded ID badges?

A3. Yes, however exact timings will vary across offices. Current PRA ID badges will remain active on Day One until further notice from the facilities team.

Q4. How will I know if my work location is changing?

A4. Location changes will be announced and managed in collaboration with the facilities and HR teams. Any changes will be communicated well in advance of the moves and will follow local legal requirements.

Q5. Will the Flexible Working Policy change?

A5. Where a specific office-based role allows, and in agreement with their manager, office-based employees will have the option to work from home for up to 40% of their contractual weekly schedule, with at least 60% of their contractual weekly schedule in the office location.

Q6. Will there be any changes to how I book travel?

A6. There will be no immediate changes to how you book travel on Day One and arrangements should be made by the same process.

Legal & Contracts

Legal & Contracts

Topic	Impact of Integration
Legal and Contracts Support	• Existing legal and contracts department support and related processes and procedures will not change immediately
Contracting Entities	• There will be changes to the entity name on net-new agreements initiated through legacy PRA teams and reassignment of MSA's over time as we move to contract more work from Ireland to align with our Global Business Model (per supplemental information below).
ICON Global Code of Ethical Conduct and implementing Compliance Policies	• All employees must comply with the ICON Global Code of Ethical Conduct, as well as the following ICON policies, as of Day One o Speak Up Policy o Global Anti-Corruption Compliance Policy o Global Employee Conflict of Interest Policy o Global Policy on Interactions with Healthcare Professionals o Share Trading Policy • Legacy PRA employees may access the ICON Code and the listed policies in Veeva Vault.
Compliance and Ethics Training and Policy Acknowledgements	• All legacy PRA employees must complete ICON Code of Ethical Conduct training and acknowledge review and understanding of applicable ICON compliance policies within 60 calendar days of Day One.
Compliance Hotline	• ICON's Ethics Line will serve as the external confidential channel for asking questions and reporting concerns online or by phone about ethics, compliance or ICON's Global Code of Ethical Conduct. The ICON Speak Up Policy provides information and directions for using the Ethics Line.
Data Privacy	• There will be no changes to the legacy companies' Data Privacy policies and reporting procedures on Day One, except that Barry Leyden will be the lead point of contact for EU Supervisory Authorities to the extent that any matters involve engagement with or notification to them.
PRA Entities/Sub-brands	• PRA businesses will be adopting the ICON brand on Day One • Sub-brands, e.g., Symphony, will remain the same, options for future branding are under review.

Topic	Impact of Integration
Insurance	• **Commercial/Corporate Claims** Any employee on notice of a circumstance which may give rise to a corporate or commercial claim should notify corporate insurance as soon as reasonably practicable via ICON_Insurance@iconplc.com (legacy ICON operations), or PRAInsurance@prahs.com (legacy PRA operations. • **Workers Compensation/Employee Injury** Any employee on notice that an employee has sustained a work-related illness or injury should notify corporate insurance as soon as reasonably practicable via ICON_Insurance@iconplc.com (legacy ICON employees/operations), or PRAHEAR@prahs.com (legacy PRA employees).

Topic	Impact of Integration
Supplemental Information: Legacy PRA Agreements & net-new agreements (initiated through legacy PRA teams)	
PRA Legal Entities	• **PRA legal entities** will continue in existence as separate legal entities within the ICON group of companies and will continue to hold all existing contracts in force at close (Master agreements, Work Orders/Task Orders, Vendor agreements etc.), except as such contracts are assigned per any specific legal department guidance on individual contracts which will be advised as required. No subsidiary level legal entity mergers are expected to take place within the first 12 months post close at this time.
Customer MSAs	• **Customer MSAs:** The general rule is that new MSAs and substantial amendments to existing MSAs for the group should all be entered into by ICON Clinical Research Limited post close with limited exceptions. It is also preferred that, with limited exceptions, during MSA renewal processes we should use the opportunity to assign the MSAs to ICON Clinical Research Limited where possible.
Customer Work Orders / Task Orders	• **Customer Work Orders/Task Orders:** In order to ensure consistency with branding and enable execution of the group's Global Business Model, the preferred legal entity for execution of new Task Orders and Work Orders for Global Operations (Large Pharma), Global Operations (Biotech/SMID) and Global Strategic Solutions (i.e. the legacy PRA SSD business) post close is ICON Clinical Research Limited *(or DOCS Resourcing Limited if MSA is with DOCS for SSD clients).*

Topic	Impact of Integration
Supplemental Information: Legacy PRA Agreements & net-new agreements (initiated through legacy PRA teams)	
	This general rule applies to Work Orders and Task Orders above a de minimis threshold of $100,000 (or contract currency equivalent). Limited exceptions and fallback positions apply should a clear rationale require to do otherwise. During Q3 2021, MSAs and Work Orders/Task Orders with existing PRA entities in progress prior to close can be executed with existing PRA entities where a change in entity could result in a potential delay or client relations issue. **Other legacy PRA business lines** (Symphony Health, Care Innovations, EDS) will not require changes to contracting entity from Day One and further communications in respect of contracts for these businesses will be communicated subsequently. It is worth noting that Finance and IT will have set up instances of these entities in Lawson pre-closing so the switch in contracting entity should not have a systems impact (i.e. the use of the recommended contracting entity does not dictate the use of legacy ICON or PRA It systems or processes.)
Customer Change Orders (COs)	• **Customer Change Orders (COs):** The default position is in order to minimize any potential disruption to ongoing activity all changes orders will continue under the original contracting PRA entity, unless the legal department otherwise advises of a specific change. This may also be the case when cross selling ICON services to PRA clients by way of a scope change to an existing work order (note that this cross selling will not require any additional internal agreements). There will be some limited exceptions to this general rule for cross selling for some of the Global Specialty Solutions business lines such as Site and Patient Recruitment (Accellacare) services which necessarily has a separate contracting model.
Vendor new/amended/renewal master agreements	• **Vendor new/amended/renewal master agreements:** ICON Clinical Research Limited will be the preferred contracting entity for new/amended and renewed vendor MSAs. There is no need to change the PRA contracting entity for existing individual vendor SOWs/TOs/WOs (aka work orders) under legacy PRA master vendor agreements. For **costs that are charged to Sponsors**, it is important that work orders, whether raised under the terms of legacy PRA or legacy ICON MSAs, are raised by entities within the same legacy

Topic	Impact of Integration
Supplemental Information: Legacy PRA Agreements & net-new agreements (initiated through legacy PRA teams)	
	organisation (PRA or ICON) that holds the Sponsor contract that the cost relates to. This is to ensure that these costs can be tracked, reported and where relevant, billed to sponsors in line with existing processes and that change for the customer is minimized. This means that if ICON is using a legacy PRA vendor MSA or vice versa, that doesn't correspond to the Sponsor Contract, the vendor MSA needs to have affiliate language to allow the correct entity to enter into the agreement or the vendor MSA needs to be amended prior to the SOW being signed.
Signatures	• **Signature on client contracts with ICON Irish contracting entities:** All client contracts with an ICON Irish contracting entity must be signed in Ireland by senior Dublin appointees. The legal and contracts team will facilitate such execution. It is critical that client MSAs, Work Orders, Task Orders and Change Orders for ICON Clinical Research Limited and DOCS Resourcing Limited are not executed outside of Ireland. • **Signature on vendor contracts** will follow legacy processes for now with further updates expected post close.
PRA Laboratory reports, permits and approvals	• **PRA Laboratory reports, permits and approvals** will continue to be issued under the appropriate contracted legal entity name in accordance with existing laboratory licenses.
PRA – ICON Agreements	• **PRA – ICON Agreements:** Post close, all transactions between ICON and PRA entities will be governed by standard intercompany services agreements. Transactions between the affiliates in the combined group will be governed by ICON's Global Business Model ("GBM") which helps ensure compliance with global tax rules. Intercompany GBM agreements will govern intercompany and cross legacy services and so no other division level, group level, country, portfolio, project or work order level agreements should be executed to give effect to this. Any proposed exceptions to this general rule should be agreed with Legal and Tax prior to implementation to avoid any unnecessary incremental costs to the group.

FAQs

Q1. What changes are expected to Compliance and Ethics policies?

A1. As of Day One, ICON's Global Code of Ethical Conduct, Speak Up Policy, Global Anti-Corruption Compliance Policy, Global Policy on Interactions with Healthcare Providers, and Share Trading Policy will apply to all legacy PRA employees. The PRA Code of Conduct and the PRA compliance policies corresponding to the ICON policies listed above will be retired. Legacy PRA employees will continue to follow all other PRA policies and procedures until otherwise notified.

Q2. How are the ICON compliance policies different from the legacy PRA compliance policies that are being retired?

A2. There are no material differences between the expectations established in the ICON Code of Ethical Conduct and the specified ICON compliance policies and the legacy PRA policies they are replacing. The main changes will be around where to go with approvals, questions and reports.

Q3. How will employees learn about the ICON Code of Ethical Conduct and identified compliance policies?

A3. Legacy PRA employees will be required to complete a 30-minute interactive training course covering important elements of the ICON Code of Ethical Conduct and the identified compliance policies. Legacy ICON employees will be required to take refresher training on the ICON Code of Ethical Conduct in the coming weeks.

Q4. Where can legacy PRA employees find the ICON policies that apply to them?

A4. ICON policies that apply to legacy PRA employees are available in Veeva Vault.

Q5. Where should I go if I have compliance-related questions or if I want to report misconduct?

A5: ICON's Speak Up Policy describes a number of channels for questions and concerns including the Legal Compliance and Ethics Team, HR, Quality & Compliance and the Data Privacy Office. Alternatively, you may report a concern or ask a question via corporatecomplianceoffice@prahs.com, legalcompliance@iconplc.com, or by contacting the ICON Ethics Line.

Q6. What is the ICON Ethics Line?

A6. The Ethics Line is a confidential channel through which you can ask questions and report concerns online or by phone about ethics, compliance or ICON's Code of Ethical Conduct and related policies. The Ethics Line is administered by an independent company (NAVEX Global), is available 24 hours a day, 7 days a week, and can accommodate calls in more than 75 languages.

Q7. How do I contact the Ethics Line?

A7. You may contact the Ethics Line web portal via this link. Information regarding how to make a report by phone or online is provided on the portal.

Q8. What are the branding impacts on PRA Health Sciences entities and sub-brands?

A8. ICON operates a masterbrand strategy which supports greater market awareness and cross-selling of services within accounts. Consistent with this strategy, all PRA-branded businesses will be adopting the ICON brand. Further investigation and discussion on specific sub brands (e.g., Symphony) are planned for post Day One, with specific recommendations to be made at a future date.

Q9. Does the move to the ICON brand have an immediate impact on existing PRA agreements or contracts?

A9. No. Legal agreements are signed on behalf of a specific legal entity and there will be no immediate impact to the PRA legal entities as a result of this brand transition. PRA legal entities will continue in existence as separate legal entities within the ICON group of companies and continue to hold all existing contracts (master agreements, work orders/task orders, vendor agreements etc.), laboratory licenses, permits and approvals in the legal entity name, unless the legal department otherwise advises. Laboratory reports continue to be issued under the appropriate contracted legal entity name in accordance with existing laboratory licenses.

Note that it is common for large global organisations to have numerous legal entities under a variety of names, for example country specific, business unit, legacy acquisitions etc. but to operate under a single global brand identity.

Q10. How will contracting changes be communicated to clients and vendors?

A10. There will be minimal disruption to existing contracts post Day One. In limited circumstances where an existing contract is modified, the modification will be addressed with the specific client or vendor on an individual, as needed basis. There are no planned contracts-related communications for a broad client or vendor audience.

Q11. How do I report a potential corporate or commercial claim against the company?

A.11. If you become aware of a potential corporate or commercial claim you should notify the corporate insurance group as soon as reasonably practicable once you are on notice of circumstances which may give rise to a claim. Reports may be made via ICON_Insurance@iconplc.com (legacy ICON operations), or PRAInsurance@prahs.com (legacy PRA operations). Examples of matters that should be reported include but are not limited to (1) a compliant by a client that the company did not meet contract requirements, (2) a financial loss suffered by a client because of services provided, and (3) a legal suit brought against a company executive claiming that s/he did not meet their duty of care.

Q12. How do I report a potential claim regarding an employee illness or injury sustained in connection with their employment?

A12. If you become aware of circumstances in which an employee has sustained a work-related illness or injury, you must notify the corporate insurance group as soon as reasonably practicable. Reports may be made via ICON_Insurance@iconplc.com (legacy ICON employees), or PRAHEAR@prahs.com (legacy PRA employees). Examples of matters that should be reported include, but are not limited to, any injury or illness that occurs while an employee is working such as a slip, trip, full, muscle strain, vehicle accident, or a repetitive motion injury.

Procurement

Procurement

Topic	Impact of Integration
Vendor Invoicing	No changes to vendor invoicing on Day One
Vendor Contracting	You can continue to leverage selected and approved vendors from both legacy ICON and PRA company vendors
Vendor Onboarding	New vendors will follow ICON Process via SMP (note PRA requests will be entered into the SMP by ICON staff until access is available)

FAQs

Q1. How are new Vendors onboarded on Day One?

A1. On Day One, new vendors will follow ICON Process via SMP. PRA requests will be entered into the SMP by ICON staff until access is available.

Q2. What should I do if I know the Vendor I want to use but need to check whether the vendor is approved?

A2. Legacy ICON: Check SMP to see if Vendor is approved for the service you are looking for.

Legacy PRA: Check the approved Vendor List on InsidePRA Clinical Vendor Management page to see if Vendor is approved for the service you are looking for.

Q3. What should I do if the vendor I'm looking for is on the approved supplier list for the service I require?

A3. You can proceed as normal.

Q4. What should I do if the vendor I'm looking for isn't there or isn't approved for the service I require?

A4. Legacy ICON: Email procurement to check PRA approved supplier list using the following mailbox VendorIntegrationQueries@iconplc.com

Legacy PRA: Email procurement to check ICON approved supplier list using the following mailbox VendorIntegrationQueries@iconplc.com

Q5. What should I do if the vendor is approved for the service required on the opposite company's list?

A5. Legacy ICON: Procurement provides Requestor with approval and appropriate MSA to contract under. When requesting a vendor quote please inform the vendor which MSA you are working under.

Legacy PRA: Contact vendor management with vendor name and requested services.

Q6. What should I do if the vendor is not approved on either list?

A6. Legacy ICON: Procurement confirms vendor will need to be onboarded and asks requestor to submit a request for new vendor via SMP. The requestor provides the cost center number and cost center approver name to approve the cost of qualification as per the existing SMP process.

Legacy PRA: Procurement confirms vendor will need to be onboarded and requests details required for ICON's SMP. Requester completes the email form (found on InsidePRA Clinical Vendor Management page) and submits to ICON Process and Infrastructure team for entry into the ICON SMP using the NewVendorRequests@iconplc.com mailbox. Approval process then follows system (see Vendor QA process presentation for details available upon request)

Q7. What should I do if I'm not sure what Vendor I should use for a service?

A7. Legacy ICON: Check the SMP first and if you have any questions email procurement

Legacy PRA: Check the approved vendor list first (InsidePRA Clinical Vendor Management page) and if you have any questions email procurement

Q8. What should I do if I have an SOW with an approved vendor but need to add an additional service?

A8. Legacy ICON: Check SMP (if SOW with ICON approved vendor) to see if Vendor is approved for the service you are looking for or ask procurement to check PRA approved vendor list (if SOW with PRA approved vendor). If the service isn't approved or you are not sure email Procurement for assistance.

Legacy PRA: Check PRA approved vendor list (if SOW with PRA approved vendor) to see if Vendor is approved for the service you are looking for or ask procurement to check ICON approved vendor list (if SOW with ICON approved vendor). If the service isn't approved or you are not sure email Procurement for assistance.

Q9. What company name should I use when entering Master Supplier Agreements (MSAs)?

A9. ICON Clinical Research Limited will be the preferred contracting entity for new / amended and renewed vendor MSAs.

Q10. What company name should I use when entering new Vendor SOWs?

A10. For costs that are charged to Sponsors, it is important that work orders, whether raised under the terms of a legacy PRA or legacy ICON MSAs, are raised by entities within the same legacy organisation that holds the Sponsor contract that the cost relates to.

(i.e. if PRA US holds the work order with the sponsor, the related vendor cost for that project should be incurred by a PRA entity and so the work order specific to the project should be with a PRA entity)

This is to ensure that these costs can be tracked, reported and where relevant, billed to sponsors in line with existing processes and that change for the customer is minimized.

This means that if ICON is using a legacy PRA MSA or vice versa, that doesn't correspond to the Sponsor Contract, the MSA needs to have affiliate language to allow the correct entity to enter into the agreement or the MSA needs to be amended prior to the SOW being signed.

For SG&A and other indirect support costs, there is a preference that material work orders for these costs will be executed from ICON Clinical Research Limited over time. As there will be an instance of

ICON Clinical Research Limited in both Lawson and Oracle Financials, this should be possible. Further details on this will follow once approval processes are confirmed.

Q11. Do I need to change the company name on existing Vendor SOWs or COs?

A11. No, existing work orders and change orders should not change.

Quality Compliance

Quality Compliance

Topic	Impact of Integration
Business Support	• There will be no changes to the RFI/RFP responses on Day One • Points of contact for legacy ICON/PRA QA services remain the same • Quality & Compliance developed combined capabilities presentation to support bid defense activities • Inspections/sponsor audits remain the same • Management of quality issues (reporting/escalation) remain the same
Capabilities	• There will be no changes to the capabilities on Day One • Continue to use current QA processes and systems (e.g., reporting project quality issues, CAPA management in Trackwise, etc.) • Post Day One changes will be communicated to employees as we move through integration
Vendor Management	• PRA will adopt ICON's Supplier Management process/portal, handled through the Procurement workstream

FAQs

Q1. Who are RFPs submitted to moving forward?

A1. Communications will be sent post Day One within BD on updated processes and contacts. Whilst integration discussions on RFI and RFP triage and decision processes will result in an aligned process within BD from Day One, these updated processes are not impacted by the brand change.

"

I am looking forward greatly to working with these new leaders, an expanded Commercial Leadership Team, and the more than 500 members of the ICON Commercial Division to lead ICON into a period of superior growth

- George McMillan

Commercial: Sales/Marketing & Proposals

Commercial: Sales/Marketing & Proposals

<table>
<tr><th>Topic</th><th>Impact of Integration</th></tr>
<tr><td>Proposals & Triage Process</td><td>

On Day One, proposals will maintain two separate team structures (legacy ICON and PRA groups) across most service lines (a fully integrated proposals team is expected in 2022)
By and large, the bidding process will not change on Day One. New proposals will be routed to either a legacy ICON or PRA proposal team and will be developed with that team’s processes, tools, costing, templates, etc.

Marketing will refresh ICON’s proposal templates with updated brand elements before Day One
On Day One, PRA’s proposal templates will use a new cover sheet with the updated brand elements; otherwise, PRA’s proposals templates will remain unchanged on Day One

A new matrix for Proposal approvals will be established and communicated by Finance for use on Day One
The accounts that the BD or proposals teams will support may change based on the new org structure or account alignment. Teams will hear from their respective leaders about this change prior to Day One or shortly after
<u>Global Ops - Large Pharma & Bio-Pharma/SMID:</u>

A daily proposal triage process will be led by Heather Carter-Castleberry, Brian Snow and Erin Dillon to avoid submitting competing bid and ensure that the proposal is channeled to the right proposals process
Phil Birch, Jeff James, Max Ghez and Bryan Haas will serve as the points of escalation for the proposals triage process
Any proposal where a client has a preferred delivery model/MSA/pricing will be led by the client requested legacy team (ICON or PRA)
Otherwise, proposals aligned to the Large Pharma BU (Barry Balfe’s team) will be led by the legacy ICON proposals team using legacy ICON tools, costing, templates and process
Proposals aligned to the Biotech/SMID Pharma BU (Tami Klerr’s team) will be led by the legacy PRA proposals team using legacy PRA tools, costing, templates and process

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Topic	Impact of Integration
	◦ Please contact https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions with any questions • **Strategic Solutions:** ◦ If there is a client expectation on pricing/delivery tools, the proposal and pricing will be routed to legacy DOCS or SSD proposal team/pricing based on client expectations ◦ If there is not a client expectation, and there is a legacy account with predetermined account allocation to legacy DOCS/SSD pricing, the proposal and pricing will be aligned to the predetermined account allocation ◦ If it is an overall new client and the RFP is expected to exceed $5M in value or require 30+ FTEs, the proposal team/pricing allocation will be determined via an ad hoc triage governance team call that will make a decision based on services requested and available capability on a case by case basis ◦ The ad hoc triage governance team for Strategic Solutions will include Alex Kurland, Heather Carter-Castleberry, Michael Diamond, Jacqui Gatehouse, Nigel Tuck, Triona Price Smith and Tony Southers (as needed) ◦ All other RFPs will leverage the legacy PRA pricing and delivery model ◦ Please contact https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions with any questions • **Specialty Solutions:** ◦ The proposals processes for Specialty Solutions will largely stay the same on Day One ◦ The following service areas will typically be supported by the legacy ICON proposals team: ICON Labs, Accellacare, FIRECREST, Home Health, Imaging, IRT, Late Phase/RWS, Commercialisation Services ◦ The following service areas will typically be supported by the legacy PRA proposals team: Symphony Health ◦ If capacity concerns or other issues arise in the above mentioned areas, they will be escalated to and handled on a case-by-case basis by Yves Grenon ◦ For Early Development Services (EDS) and Early Phase(EP) a daily strategy call will be held. The agenda for the call will summarise all RFPs that have been received by ICON and PRA. From this list, each opportunity will be reviewed by operations, BD, and proposals and it will be determined,

Topic	Impact of Integration
	based on operational delivery, which proposals group will take the lead in developing the proposal. ○ Please contact https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions with any questions • **RFIs:** ○ A daily triage process call will be led by Sam Brocklehurst and Brooke Palermo to review all incoming RFIs ○ Phil Birch, Jeff James, Max Ghez and Bryan Haas will serve as the points of escalation for the RFI triage process ○ If the RFI is a follow-on to ongoing/recently completed work, it will be developed by the legacy team aligned to the parent project ○ If it is a new RFI, it will be typically developed based on services requested and predetermined BD team alignment, unless there is a client stated preference for a legacy delivery model ○ Strategic RFIs or RFIs that require pricing component will be transferred to the appropriate service line proposals triage team ○ In responding to RFIs, the RFI team will use a consolidated dataset of studies/people info to present metrics that reflect the full scope of the combined organisation's experience and capabilities • Revisions to RFPs or pending opportunities will be handled by the legacy team where the opportunity originated. For the avoidance of doubt, the originating AE managing the opportunity that remains in play on Day One will manage the opportunity to conclusion even if account assignments are changed in some instances. • SMEs across our various service offerings can be found here.
Account Planning Process	• Joint account planning sessions for ~30 key accounts will be conducted in the first 30 days post-close • Joint sessions are being scheduled with appropriate Commercial and BU participants and a common template is being used for these account reviews • Additional accounts will be discussed post-close on an as needed basis and will be coordinated by BD

Topic	Impact of Integration
Sales Enablement	• On Day One, all Commercial employees will be granted access to the ICON brand portal where all sponsor-facing collateral will be stored (both legacy ICON and PRA) • Training will be provided on how to access & navigate the brand portal; training logistics to be shared soon • Commercial employees will also receive invitations to sales-focused trainings on prioritized service offerings from both legacy organisations • Training materials & recordings for these will be made available on Box after they have occurred
Sales Operations	• On Day One, the organisation will continue to use both legacy instances of Salesforce • BD reps should continue to capture incoming opportunities using the defined processes for each division; once an RFP is received, the proposals triage process will determine downstream tracking accountability • Aligned sales reporting and tracking process will be implemented to meet Day One leadership & finance requirements • Top Ops and Roadmap calls to review priority RFPs will be established and follow, to a large extent, the legacy ICON process
Marketing and Commercial Communications	• Updated ICON branding and templates for sales and marketing materials will be made available on Day One. *See Branding section of this document for details* • A consolidated and joint commercial calendar (e.g., events, meet & greets, trainings) is available on the Integration Microsite
Bid Defense Management	• No changes to bid defense process on Day One • Chris John and the strategic communications team are now centralized under Mark Cooper. The team is available to support development of BDM material for all business units moving forward with resource prioritized as required • From Day One, please email BDMSupport@iconplc.com with details of the opportunity (including value and notes of strategic importance), support requirements and timing for triage

FAQs

Refer to previously shared FAQs and responses, available on the Integration Microsite

Business Units

Business Units

Please see below updates for specific business units. More information will be provided from the business unit leaders after Day One.

Global Strategic Solutions

Topic	Impact of Integration
Global Strategic Solutions	
Leadership Announcements	• DOCS and Strategic Solutions are now Global Strategic Solutions • Leadership announcements have been released (CEO Direct reports and next level reports) – refer to Appendix A: Day One Leadership Team for your functional leadership team
Client Engagement	• Day to day interactions with client remains the same however if you have any questions related to integration arising from your client please direct them to your current operational leadership
Program & Account Management	• Governance Structure – Post-close governance structure to be established jointly with Commercial / Relationship Management, including an escalation and resolution process for discrepancies for shared accounts

Email Signature	• For legacy ICON DOCS and legacy PRA Strategic Solutions employees, you may add the following line to the bottom of your email signature:
	  ○ *Formerly PRA Strategic Solutions*
	  ○ *Formerly ICON DOCS*

Client Provided Email Account	• Any legacy PRA SSD employee who also has a client provided email account will also need to update their signature within that account to reflect the change from PRA Strategic Solutions to ICON Global Strategic Solutions. • An example is: ○ *ICON Global Strategic Solutions, Providing xx Services to [Sponsor]*
Account Triage	• FSP opportunities will be managed by the combined Global Strategic Solutions organisation

	• Awarded business will continue in the awardees systems/processes on Day One
Leadership Approvals	• Account structure will stay 'as is' for Day One, the management team is reviewing in accordance with Leadership structure and further communications will be issued when more details are available
Resourcing	• For legacy PRA, TA team supporting SSD will now report into the new Global Strategic Solutions business. • ICON DOCs legacy TA team will continue as is reporting into the new Global Strategic Solutions business. TA structure and processes will remain the same on Day One • TA has developed resourcing sharing processes for the new organisation structures, which will be communicated to both DOCS RX & PRA TA team for Day One
Systems & Processes	• All systems and processes will remain as is, day to day requests will continue to be made through legacy systems such as Oracle, ServiceNOW, Phoenix, MySignature Book, etc.
Onboarding	• Onboarding, training and deployment of candidates will remain the same on Day One
Data & Analytics	• **KPIs & Metrics reporting –** Interim manual process for reporting on a consistent set of top level Operational and Client KPIs and Metrics
Quality	• Reporting, tracking and management of quality issues/potential quality issues will be managed as per current processes and systems in use. Please refer to the Quality section for more information

Global Operations

Topic	Impact of Integration
Global Operations	
Leadership Announcements	• The name for the function is now Global Operations. • Leadership announcements have been released (CEO Direct reports and next level reports) – refer to Appendix A: Day One Leadership Team for your functional leadership team
Reporting lines / what does this mean for me in my role?	• Line management for Global Operations staff will not change on Day One. As an employee, you will continue to report to your existing line manager • Decisions around additional organisation changes will be part of long-term integration discussions. • As an employee, your day-to-day job responsibilities will not change on Day One. Please refer to the HR section for additional information.
Business Development	• Bidding Process (Standalone and Full Service, etc.) – Defined process for business development for new, existing, and shared clients. Please refer to the Commercial: Sales/Marketing & Proposals section of the Guide for more information.
Client Engagement	• Day to day interactions for current projects with client remains the same, however, if you have any questions related to integration arising from your client please direct them to your current operational leadership • New Business – Assignment of new business to follow enterprise-level process as established. Please refer to the Commercial: Sales/Marketing & Proposals section of the Guide for more information
Program & Account Management	• Governance Structure – Post-close governance structure to be established jointly with Commercial / Relationship Management, including an escalation and resolution process for discrepancies for shared accounts
Resourcing	• Day One - No changes to current projects • Post Day One - Any opportunities that arise will be explored further and managed in accordance with standard processes

Topic	Impact of Integration
Global Operations	
	• Any new work will be resourced according to the new account triage structure. Please refer to the Commercial: Sales/Marketing & Proposals section of the Guide for more information
Systems & Processes	• Day One - All systems and processes will remain as is and day-to-day access requests will continue to be made through current systems in use. Decisions around future systems will be carefully assessed to consider opportunities for efficiencies and minimizing disruption to trials. More information will be forthcoming
Onboarding	• Onboarding, training and deployment of candidates will remain the same. Please refer to the HR section for more information
Data & Analytics	• Day One– Status reporting will remain as is in current systems for ongoing studies • KPIs & Metrics reporting – an interim process for reporting on a consistent set of top level Operational and Client KPIs and Metrics is in development. Questions or new reporting requests should be directed through current operational leadership
Procurement	• Please refer to the Procurement section for more information
Quality	• Reporting, tracking and management of quality issues/potential quality issues will be managed as per current processes and systems in use. Please refer to the Quality section for more information

Labs and Early Phase

Topic	Impact of Integration
Labs and Early Phase	
Leadership Announcements	• Leadership announcements have been released (CEO Direct reports and next level reports) – refer to Appendix A: Day One Leadership Team for your functional leadership team
Operating Model & Processes	• Awarded business will continue in the awardee's systems/processes following Day One, even if work has not started prior to Day One.
Business Development	• **Standalone and joint bidding process –** Defined process for business development for new, existing, and shared clients
Program & Account Management	• **Client Triage –** Assignment of new business to follow enterprise-level process as established
Resourcing	• **Shared Resourcing –** Areas of resource sharing to be identified and follow onboarding process defined at enterprise level *(e.g., HR, Finance, IT)*
Data & Analytics	• **No changes on Day One** • Teams are actively working to review processes and establish ways of sharing data and routing new work • Analytical process communication will be issued accordingly as changes are made

Late Phase and Real World Evidence (RWE)

Topic	Impact of Integration
Late Phase and RWE	
Leadership Announcements	• PRA RWS group has moved under Global Specialty Solutions as part of ICO (ICON Commercialization and Outcomes) • Leadership announcements have been released (CEO Direct reports and next level reports) – refer to Appendix A: Day One Leadership Team for your functional leadership team
Operating Model & Processes	• There are no changes for each respective organisation to operations on Day One • Line management for staff will not change on Day One

Topic	Impact of Integration
Late Phase and RWE	
	• Onboarding process for new staff will not change • Teams are actively working to review operating model & processes to facilitate singular processes & operating model (across the respective teams) with further communications being issued over the coming months • Awarded business will continue in the awardee's systems/processes following merger close, even if work has not started prior to close
Account Triage	• Teams are actively working to review service offerings and identify opportunities for synergy with further communications being issued over the coming months
Client Engagement	• Day to day interactions with clients remain the same, however, if you have any questions related to integration arising from your client please direct them to your current operational leadership
Resourcing	• There will be no changes to current projects as of Day One. • Post-Day One, where any opportunities that arise (as regarding sharing of resourcing), these will be explored further and managed; (i) in accordance with standard processes, and (ii) to minimize any disruption to our projects. • Recruitment of new staff will continue to follow legacy processes and be supported by the same teams as prior to close
Data & Analytics	• Day One – Status reporting will remain as is in current systems for ongoing studies. • KPIs & Metrics reporting – An interim process for reporting on a consistent set of top level Operational and Client KPIs and Metrics is in development. Questions or new reporting requests should be directed through current operational leadership
Quality	• Reporting, tracking and management of quality issues/potential quality issues will be managed as per current processes and systems in use. Refer to Quality section

Patient Centered Services (PCS) & Language Services

Topic	Impact of Integration
PCS & Language Services	
Integration of Language Services Team	• PRA's Medical Translation team, led by Patrick Majewski, will integrate with ICON Language Services. Patrick will report directly to Ana Bayles and this integration will occur Day One.
Operating Model & Processes	• Awarded business will continue in the awardee's systems/processes following close, even if work has not started prior to close. Teams are actively working to review operating model & processes to refine such to facilitate a singular processes & operating model (across the respective teams).
Account Triage	• Teams are actively working to review service offerings and identify opportunities for synergy with further communications being issued over the coming months.
Resourcing	• Day One - No changes to current projects • Post Day One - Any opportunities that arise will be explored further and managed in accordance with standard processes

Commercial Solutions

Topic	Impact of Integration
Commercial Solutions	
Client Engagement	• Day-to-day interactions with clients remain the same. However if you have any questions related to integration arising from your client, please direct them to your current operational leadership
Data & Analytics; Primary Market Research	• **No changes on Day One** • Teams are actively working to review processes and establish ways of sharing data and routing joint opportunities combining data analytics and primary research.
Business Development	• **Standalone and joint bidding process –** Defined process for business development for new, existing, and shared clients • Post-Day One – PMAR and Commercial Effectiveness teams to identify synergies in expanded offerings for existing and new clients
Operating Model & Processes	• **No changes on Day One** • Impact on current work streams for (1. transitioning project tracking and hours to Planview and (2. File storage and sharing through Sharepoint vs a shared network drive are to be assessed and final decision on next steps post Day One to be communicated

FAQs

Q1. Will I get the same team assigned to my study as named during the Bid Defense?

A1. Every effort will be made to ensure that the team named in the bid defense will be the team assigned to the study. This is largely determined by timing of award decisions.

Q2. Who will RFPs be submitted to going forward?

A2. Send your RFP as you would normally. If both ICON and PRA receives an RFP, an internal triage process will determine who will bid.

Q3. Which BD/Proposal team will work with each account?

A3. This is determined based on alignment of accounts between the Large Pharma and Biotech/SMID Bus, and the new organisational structure for BD.

Q3b. Will Early Phase and Labs serve both Large Pharma and Biotech/SMID BU's?

A3b. Early Phase and Labs will continue to support all customer accounts, with the support of an Early Phase and Labs proposals team.

Q4. How should teams raise any concerns or questions raised from clients, sponsors, vendors or investigative sites?

A4. Please share any questions or concerns through https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions

Q5. Will invoicing change for my current projects with PRA?

A5. There will be no changes to invoicing on Day One.

Q6. Will the integration affect PRA's ability to continue using its preferred providers (e.g., translating agencies) to support studies?

A6. In areas where ICON's services can be leveraged, ICON will replace PRA's preferred providers unless there is a Sponsor ask to use another provider. For other services, PRA will be able to continue using its other preferred providers. Please refer to the Procurement section for more information.

Q7. Will there be changes required to our MSA or Work Orders, given any entity changes?

A7. PRA legal entities will continue in existence as separate legal entities within the ICON group of companies and continue to hold all existing contracts (master agreements, work orders/task orders, vendor agreements etc.), laboratory licenses, permits and approvals in the legal entity name. Existing PRA agreements or contracts will remain the same on Day One as legal agreements are signed on behalf of a specific legal entity. Change orders will continue under the original contracting PRA entity. Please refer to the Legal section.

PRA's SSD/PR customers will sign new work order and MSAs or renewals with ICON Clinical Research Limited (ICON main contracting entity) or DOCS Ireland. All new change and work orders will be signed in Ireland by Aine McGill (VP Contracts) or other senior Dublin appointees.

Q8. Does the new branding have an immediate impact on existing agreements or contracts?

A8. No – there is no impact on any existing contracts or agreements. Existing contracts and agreements are signed by legal entities which will continue to operate and remain unaffected by switchover to ICON brand.

Q9. Where can I go to get additional questions answered?"

A9: Please ensure you have read through this Day One Guide thoroughly. You are also encouraged to look through the Integration Microsite at https://integrationportal.iconplc.com and browse through the FAQs which will be updated on a regular basis. You can also contact your line manager to discuss questions. You may submit any additional questions through the centralized feedback mechanism here: https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions

Appendix

Appendix A: Day One Leadership Team

Leadership Team


Steve Cutler
Chief Executive Officer


Barry Balfe
President Global Operations (Large Pharma)


Tami Klerr
President Global Operations (Biotech/SMID)


Samir Shah
President Global Strategic Solutions


Nuala Murphy
President Global Specialty Solutions


George McMillan
Chief Commercial Officer


Kent Thoelke
Chief Innovation Officer


Brendan Brennan
Chief Financial Officer


Diarmaid Cunningham
Chief Adminstrative Officer & General Counsel


Tom O'Leary
Chief Information Officer


Joe Cronin
Chief HR Officer


Simon Holmes
EVP Corporate Dev't & Integration Lead

Functional Leadership

For more information, please refer to the Organization Announcements, available on the Integration Microsite.

Global Operations (Biotech/SMID)

Tami Klerr – President Global Operations (Biotech/SMID)

Name	Country	Title
Sarah Taylor	United States	SVP & General Partner
Pedro Vinals	Spain	VP & General Partner
Bryan Haas	United States	SVP & General Manager
Alan Simpson	United States	SVP, Global Clinical Delivery
Meryl Coyle	United Kingdom	SVP, Global Project Delivery EAPA
Michael Massaro	United States	SVP, Project Delivery & Biometrics
David Passov	United Kingdom	SVP, Strategic Advisory Partner
Greg Licholai	United States	Chief Medical Information Officer

Global Operations (Large Pharma)

Barry Balfe – President Global Operations (Large Pharma)

Name	Country	Title
Andy Garrett	United Kingdom	EVP Scientific Operations
Dana Poff	United States	EVP Program Management
Helen Yeardley	United States	SVP Clinical Operations
Gareth Milborrow	United Kingdom	SVP SSU, Feasibility & Site ID
Lalit Pai	India	SVP Biometrics
Kristen Buck	United States	Chief Medical Officer, Large Pharma
Jeff James	United States	EVP Alliance Management
Hiroshi Ichikawa	Japan	VP & General Manager Japan
Yao Zhong	China	VP & General Manager China

Global Strategic Solutions

Samir Shah – President, Global Strategic Solutions

Name	Country	Title
John Barry	United States	Senior Vice President, Consulting & Strategy Office
Jonathan Harris	Spain	Vice President, Strategic Growth & Blended Operations
Greg Voinov	France	Senior Vice President, Strategic Advisor to the President
Tony Southers	United Kingdom	Senior Vice President, Global Operating Office
Atsushi Ogawa	Japan	Vice President, Japan Region
SungIn Hong	Korea	Vice President, Asia-Pacific Region
Nigel Tuck	United Kingdom	Vice President, EMEA Region
Luis Meza	Brazil	Vice President, LATAM Region
Mary Anne Sweeney	United States	Vice President, North America Region

Global Specialty Solutions

Nuala Murphy - President Global Specialty Solutions

Name	Country	Title
Ted Broering	United States	President, Early Development Services
James (Jim) Miskel	United States	President Central, Speciality & Medical Imaging Laboratory Services
Kim Boericke	United States	President Commercialisation & Outcomes Services
Doug Fulling	United States	President Symphony Health
Alison Liddy	Ireland	SVP, Site & Patient Recruitment Services

Innovation

Kent Thoelke – Chief Innovation Officer

Name	Country	Title
Jane Quigley	United States	SVP, Digital Health Strategy & RWE
Randy Swanson	United States	President, Connected Health
Louisa Roberts	United States	VP, Commercial & Strategic Health Care
Kathleen Mandziuk	United States	VP, Digital Health

Commercial

George McMillan – Chief Commercial Officer

Name	Country	Title
Phil Birch	United Kingdom	Vice President, Account Strategy and Business Development for Global Operations – Large Pharma
Max Ghez	United States	Senior Vice President, Account Strategy and Business Development for Global Operations - Bio-Pharma/SMID
Jacqui Gatehouse	Denmark	Vice President, Business Development - Strategic Solutions
Yves Grenon	United States	Vice President, Business Development - Specialty Solutions
Mark Cooper	United Kingdom	Senior Vice President, Business Development & Global Sales Operations

Finance

Brendan Brennan – Chief Finance Officer

Name	Country	Title
Valerie Murphy	Ireland	Senior Director, Head of Internal Audit
Jonathan Curtain	Ireland	Vice President, Corporate Finance
Kate Haven	United States	Vice President, Investor Relations
Alan Sheehan	Ireland	Vice President, Finance Shared Services
Rob Leftwich	United Kingdom	Vice President, Finance & Accounting
Simon Holmes	Ireland	EVP, Corporate Development and Integration Management Office Lead
Harris Koffer	United States	EVP, Integration Management Office - Integration Management Office Lead for PRA
James Houlihan	Ireland	Vice President, Finance Business Partnering – Large Pharma
Michael Wolfgang	United States	Vice President, Operations Finance - Business Partnering Biotech & SMID
Cindy Kantor	United States	Vice President, Operations Finance – Business Partnering Strategic Solutions
Jay Trepanier	United States	SVP Finance - Specialty Services

CAO Group (Legal, QA, Facilities, Contracts (work orders & change orders) & Procurement)

Diarmaid Cunningham - Chief Administrative Officer & General Counsel

Name	Country	Title
Rose Kidd	Ireland	EVP, Quality & Compliance
David Cahill	Ireland	Vice President, Facilities and Administration
Aine McGill	Ireland	Vice President, Client Contract Services
Joy Harris	United Kingdom	Vice President, Procurement
Simon Hollywood	Ireland	Vice President & Associate General Counsel – General Counsel for Global Operations (Large Pharma), Global Operations (Biotech) & Strategic Solutions Divisions
Keir Strauss	United States	Vice President, Assistant General Counsel & Global Risk Officer
Ciara Farrell	Ireland	Senior Director, Legal Counsel – Ethics & Compliance
Bryan O'Boyle	Ireland	Vice President & Associate General Counsel – General Counsel for Specialty Services
Jennifer Everitt	United States	Exec Director, Assistant General Counsel – Global Litigation & Employment

IT

Tom O’Leary - Chief Information Officer

Name	Country	Title
Iain Cosgrove	Ireland	Vice President, IT Digital Operations
Ronan Fox	Ireland	Vice President, Applied Digital Solutions
Matt Harrington	United States	Vice President, Applied Digital Solutions
Mick Ryan	Ireland	Senior Director, Information Security
Brian Ryan	Ireland	Vice President, IT Project Management Office
Ruth Lalor	Ireland	Vice President, Data & Applied Analytics
Marcus Grindstaff	United States	Senior Vice President & Chief Operating Officer – DCT & Mobile Health Systems
Sheila Kelly	Ireland	Senior Director, IT Strategic Programs – IT integration Office
Koichi Iwata	United States	VP Technology & Advanced Analytics – Symphony Health
Ger Quinn	Ireland	Vice President, IT Innovation & Informatics
Mark Hammond	United States	Vice President, Information Technology – IT Business Partners

Human Resources

Joe Cronin – Chief Human Resources Officer

Name	Country	Title
Susie McEvoy	Ireland	Senior Director, HR Business Partner, Global Operations (Large Pharma)
Suzie Weaver	United States	Director, HR Business Partner, Global Operations (Biotech)
Jennifer Linnell	United States	Director, HR Business Partner, Global Strategic Solutions
Philip Annone	United States	Senior Director, HR Business Partner, Global Specialty Services & Innovation
John Daly	Ireland	Senior Director, HR Business Partner, Global Business Services (GBS) & Commercial
Melissa Lesley	United States	Vice President, HR Programmes, Transformation & Analytics
Orla McCarron	Ireland	Vice President, Performance & Reward
Sarah Keating	Ireland	Vice President, ICON University/Organisational Learning & HR Operations (HR Service Centre, HR Managers, Regional HR)
Sam Burt	Ireland	Vice President, Talent Acquisition
Niamh Murphy	Ireland	Senior Director, Corporate Communications
Mary O’Reilly	Ireland	Senior Director, Talent & Leadership Development

Appendix B: IT User Guides

Enabling Instant Messaging- Jabber Users

NextPlane Quick Guide – Cisco Jabber Users

Getting Started

Before you start IM Chat with PRA colleagues please locate the correct address for your contact.

*Please Note: PRA Users have two addresses. @prahs.com is used for email however the address for IM Chat is @praintl.com. The standard format for PRA email address is LastnameFirstname@praintl.com however there may be some exceptions to this. You can validate the correct 'IM Chat' address for your contact by searching the address book in Outlook as follows:

1. Search Outlook Address Book - **see image 1**
2. Select the 'All PRA Health services Users' list
3. Type lastname of your contact into search bar
4. Double Click on the contact, this will open the Contact Card Properties – ***see image 2***
5. ***Copy*** the 'IM Chat' address for your contact – ***see image 2***

image 1

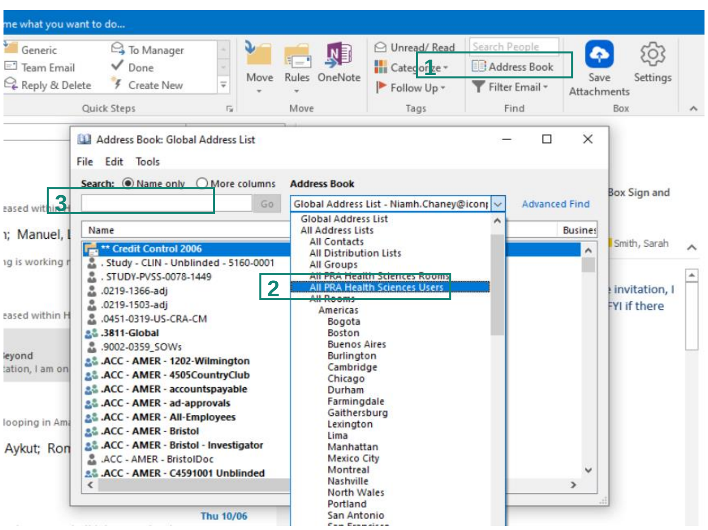
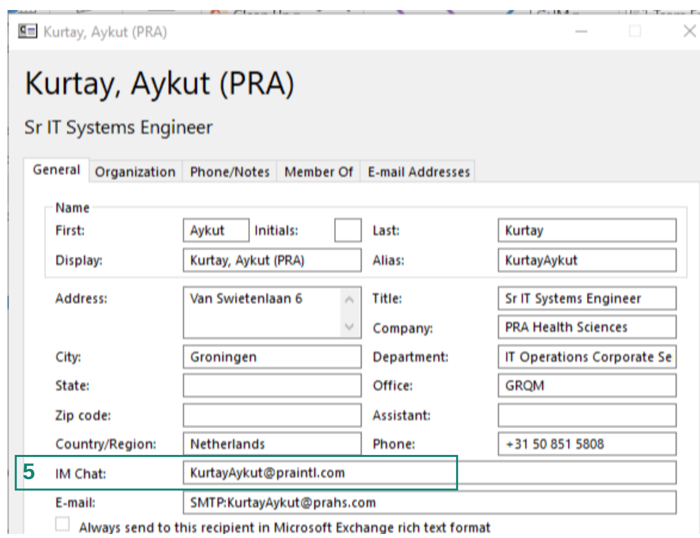


image 2



Using NextPlane in Jabber

Step 1 - Invite

A. Open Jabber

B. Add your contact in Jabber to send an invite – copy and paste from the IM Chat address (as per instructions above)

1. Select the settings 'cog' on the top right of your Jabber Client as shown in ***image 3***
2. Choose 'File'
3. Select 'New'
4. Click 'Contact' – *please ensure that you select 'contact' and not custom contact*
5. Add your contacts email address as shown in **image 4**
6. ***Click Add***

***Note:** this will automatically send a NextPlane invite to your MS Teams contact. You will not receive any confirmation or notification of invites sent or accepted. Please see next steps.

Tip: You can organise your contacts into groups by clicking 'New Group' and adding PRA

Image 3

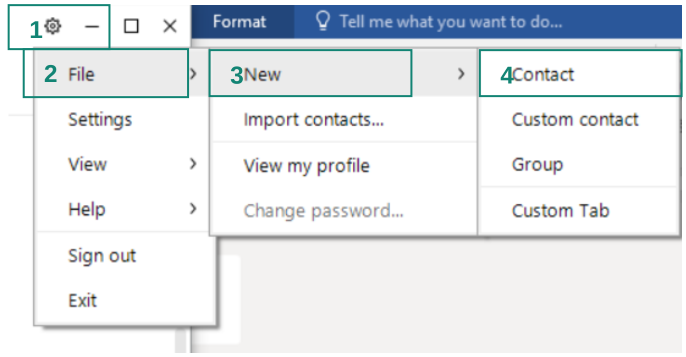
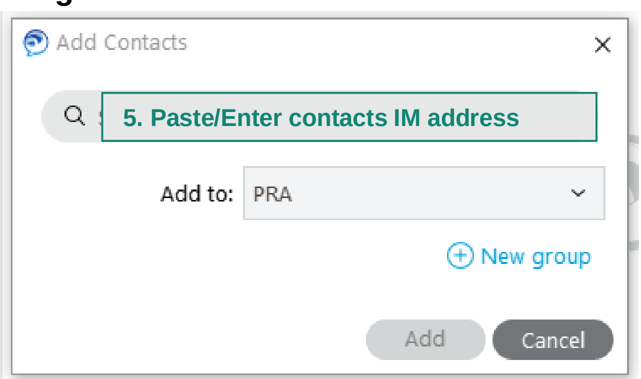


image 4



Step 2 - Accept

If you have sent an invite to an MS Teams Contact:

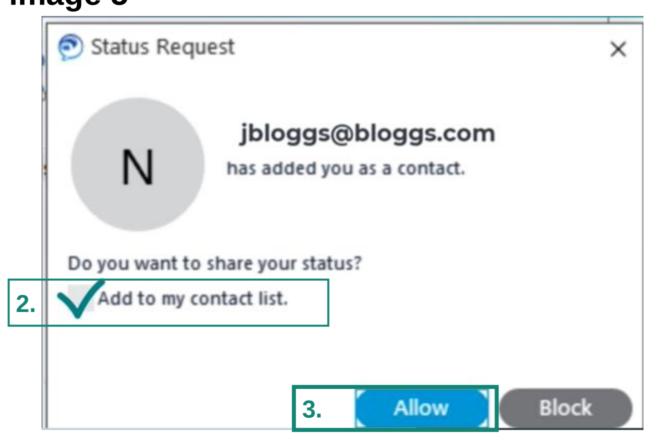
A. Once your contact accepts your invite they must take the remaining steps to **'Connect'** and **'Activate'** your chat by sending the first message

B. Once received you can respond and IM your contact any time

If you have received an invite from an MS Teams Contact:

1. A Jabber Status request will pop up on your desktop as shown in ***image 5***
2. Select the **'add to my contact list'** check box – see image on right
3. Select **'Allow'**
4. This will notify the contact of your acceptance

image 5



*If you send a message it will not be received until your contact has completed Steps 3 and 4

*MS Teams contacts must always take the remaining steps to **'Connect'** and **'Activate'** your chat by sending the first message

*Once received you can respond and IM your contact any time

Step 3 - Connect	
*No matter who sends the invite, MS Teams users must complete Step 3 'Connect'	
Step 4 – Activate	
*No matter who sends the invite, MS Teams users must complete Step 4 'Activate'. ***Once the MS Teams User has completed Step 3 and Step 4 – you can now chat at any time with this contact**	***Important note:** Messages in Jabber disappear once you close the application however messaging in MS Teams are retained which means that your messages/chats with your PRA colleague do not disappear even after the user signs out of MS Teams and back in again. Please be reminded that IM communications are on corporate platforms.

We are here to help! If you require additional support or experience an issue, please go to: https://icon.service-now.com/sp

Enabling Instant Messaging- MS Teams Users

NextPlane Quick Guide – MS Teams Users

Getting Started

Open NextPlane

1. Open MS Teams
2. Search for 'NextPlane' – you should find this pinned to your taskbar in MS Teams or alternatively you can search for 'NextPlane'
3. This will open the NextPlane Bot **it appears like an MS Teams Channel*

Test your Connection

1. In the NextPlane Bot chat window, type 'echo' followed by any text and NextPlane will echo it back to confirm your NextPlane connection E.g. Sending 'Echo Hello', NextPlane will respond with 'Hello'

**you can do this at any time in the NextPlane Bot to test your connection*

Using NextPlane

Step 1 - Invite

1. Locate the correct address for your contact – you will find this by searching the address book in Outlook.
2. Open NextPlane Bot in MS Teams.
3. Type 'Invite' followed by your contacts email address – **Image 1**
4. Press Send
5. You will receive confirmation that your invite has been sent – **Image 2**

***Note:** If your Jabber contact is offline, you will receive an error message and must <u>try again when your contact is online</u>

Image 1

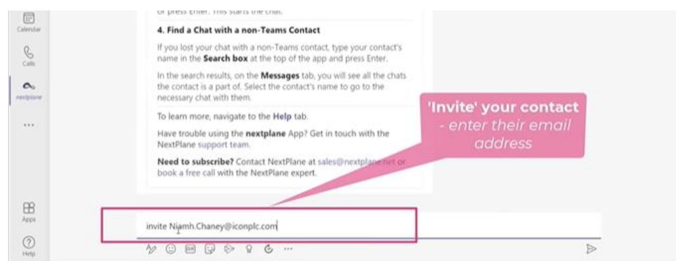


Image 2

Step 2 - Accept

If you have sent an invite to a Jabber Contact:

1. Your Jabber contact will receive an invite
2. Once they have accepted you will receive confirmation and can proceed to Step 3 and 4 – **Image 3**

***Note:** If your Jabber contact is offline, you will receive an error message and must <u>try again when your contact is online</u> – **Image 4**

Image 3

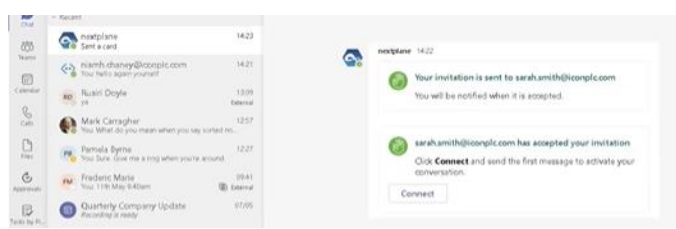


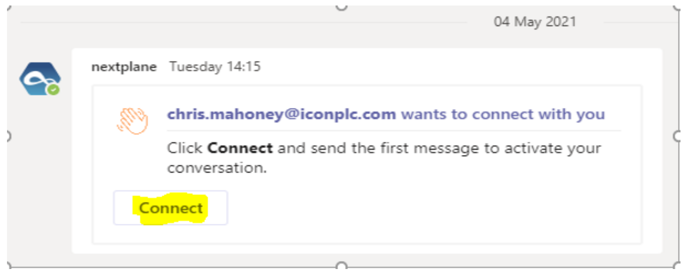
Image 4

If you receive an invite from a Jabber contact - go to Step 3 and 4

1. You will receive an invite in the NextPlane Bot – **Image 5**
2. Proceed to Step 3 and 4

***Note:** No matter who sends the invite, MS Teams users must complete Step 3 ‘Connect’ and Step 4 ‘Activate’. Go to Step 3.

Image 5



Step 3 - Connect

1. The NextPlane Bot will tell you that your invite has been accepted **or** that you have received an invite
2. Click **‘Connect’** – **Image 5 for example**

*No matter who sends the invite, MS Teams users must complete Step 3 ‘Connect’ and Step 4 ‘Activate’. Go to Step 4.

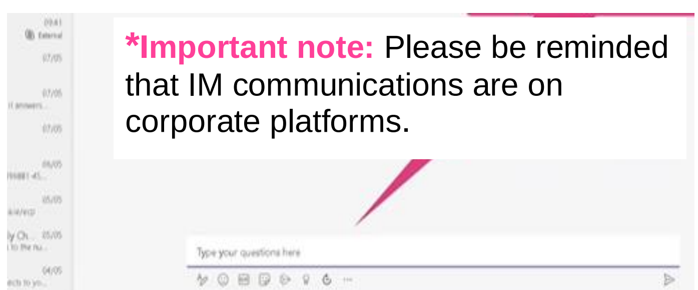
Step 4 - Activate

1. Once you click **‘Connect’** a chat window will open with your contact – **Image 6 for example**
2. Send the first message to **‘Activate’** the chat

***No matter who sends the invite, MS Teams users must complete Steps 3 and 4 for every new connection**

*The Jabber user <u>must</u> be online or you will receive an error message. You must try again when they are online.

Image 6



We are here to help. If you require additional support or experience an issue, please go to: https://prahs.symphonysummit.com/

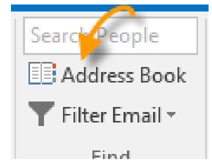
At any time you can enter ‘help’ in the NextPlane Bot and it will respond with help information and links.

Sending Email and Calendar Invitations to PRA

ICON User: Sending Email & Calendar Invites to PRA Colleague

This guide is to help the reader on the “how to” to quick identification in outlook’s global address book in order to facilitate emailing or sending calendar invites out to PRA staff.

Global Address List (GAL) Lookup

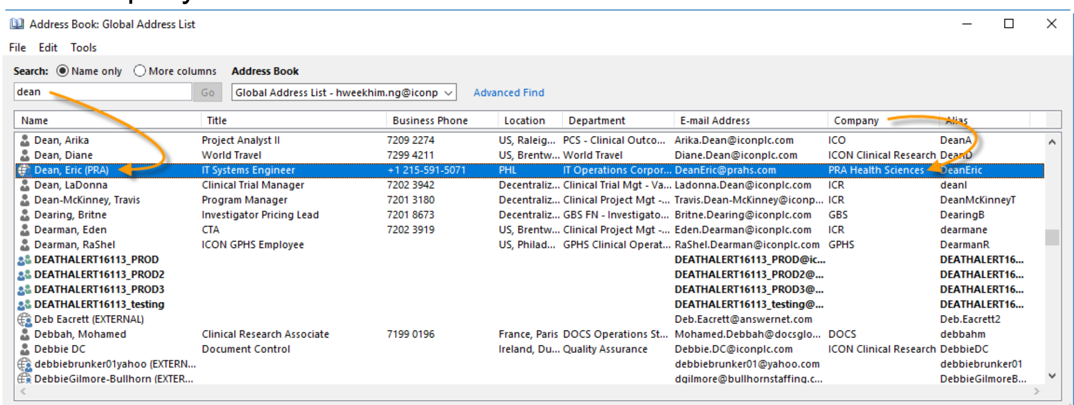


1. Open the address book in your outlook to lookup the Global Address List (GAL).
2. There are two ways to do look up for PRA staff names from the GAL.

   a. Method 1 – Via Global Address List Book

      i. Enter the last name of the staff in the search field and search for the staff. The staff will have a postfix “(PRA)” if they are PRA staff.

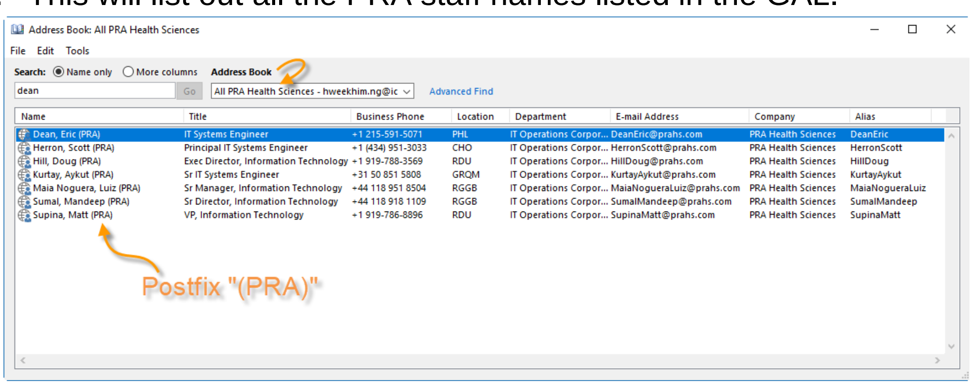
      ii. The company name column will also have “PRA Health Sciences” listed.



   b. Method 2 – via GAL’s sub group “All PRA Health Services”

      i. Change the address book selection to “All PRA Health Sciences” instead of “Global Address List”

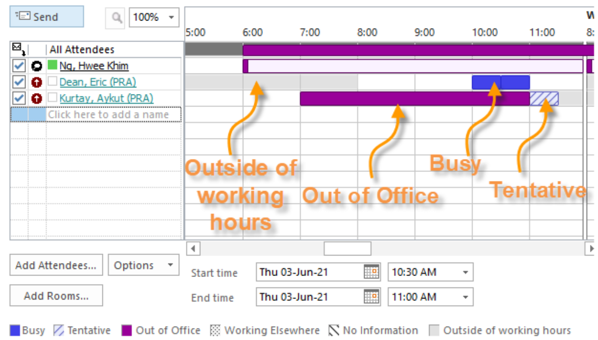
      ii. This will list out all the PRA staff names listed in the GAL.



Sending Emails

1) Use either Method 1 or 2 in the GAL Lookup section, locate your intended recipient and add to your email recipients' list.
2) Click on Send button to send out the email as per norm.

Sending Calendar Invite



1) Use either Method 1 or 2 in the GAL Lookup section, locate your intended recipient and add to meeting attendee list in your meeting invite.

   When checking the schedules of the attendees, please allow 1 to 2 mins for the PRA staff's calendar schedule status (busy/free) to show up fully.

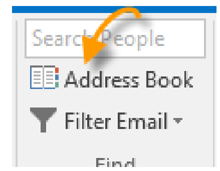
2) Schedule as per norm and send out the meeting invite.

Sending Email and Calendar Invitations to ICON

PRA user: Sending Email & Calendar Invites to ICON Colleague

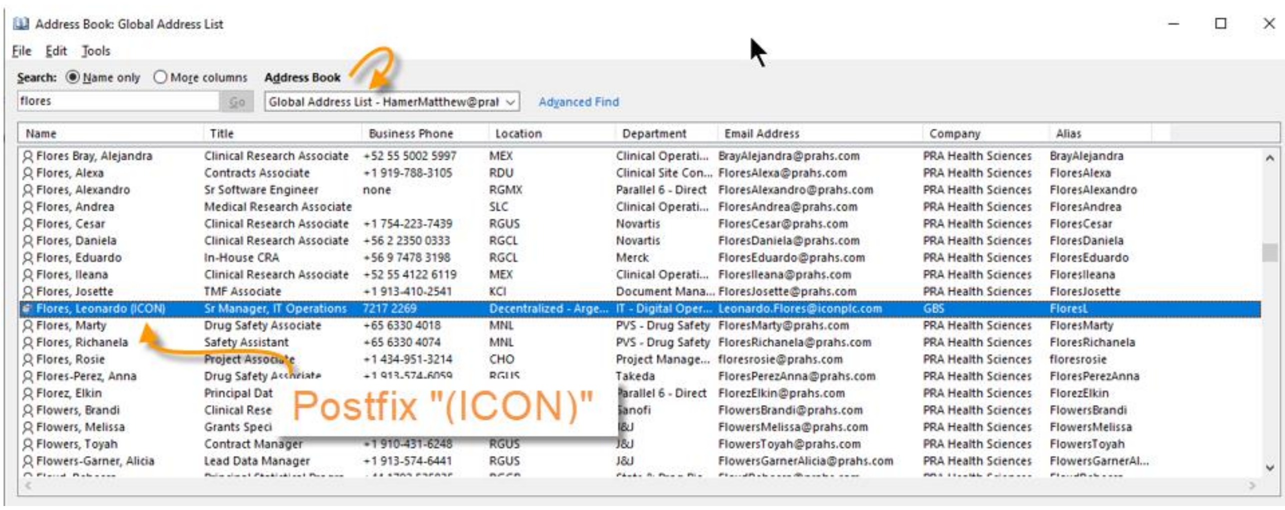
This guide is to help the reader on the "how to" to quick identification in outlook's global address book in order to facilitate emailing or sending calendar invites out to ICON staff.

Global Address List (GAL) Lookup



1) Open the address book in your outlook to lookup the Global Address List (GAL).
2) Enter the last name of the staff in the search field and search for the staff. The staff will have a postfix "(ICON)" if they are ICON staff.

   The company name column will also have a custom value listed.



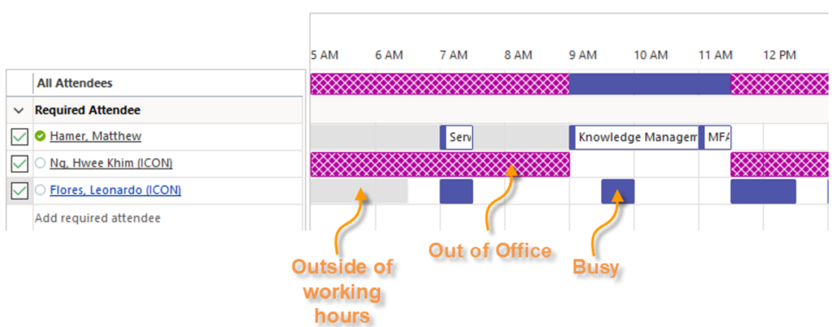
Sending Emails

1) Locate your intended recipient and add to your email recipients' list.
2) Click on Send button to send out the email as per normal sending process

Sending Calendar Invite

1) Locate your intended recipient and add to meeting attendee list in your meeting invite.

   When checking the schedules of the attendees, please allow <u>1 to 2 mins</u> for the ICON staff's calendar schedule status (busy/free) to show up fully.



2) Schedule as per normal process and send out the meeting invite.

Appendix C: ICON Acronyms

Both legacy ICON and legacy PRA use acronyms in daily work. Many acronyms are the same or similar between the two groups, but there are some differences. Highlighted below are legacy ICON acronyms and definitions that differ from definitions legacy PRA uses.

To see the comprehensive data wiki for all ICON acronyms, please refer to the Integration Microsite or the link below:

https://icon-confluence.iconcr.com/display/EA/01+ICON+Standard+Glossary#

Acronym	Definition
ACR	Application Change Request.
AD	Active Directory: Microsoft's® trademarked centralized and standardized directory service that is designed especially for distributed networking environments and automates network management of user data, security, and distributed resources, and enables interoperation with other directories. For further details please refer to the Digital Map.
BPA	Business Process Analyst.
BPR	Business Process and Reporting.
CDM	Clinical Data Management.
CEC	Clinical Events Committee: provides medical review and adjudication of trial-specific endpoint events.
CID	Component Identification.
CMP	Central Monitoring Plan: describes the central monitoring strategy for the project, and, more specifically, the clinical data analysis starting point, frequency and key risk indicators used.
COI	Conflict Of Interest
CP	Core Process: focuses on the main competencies of the organization, e.g., for ICON Clinical Research, the Management and conduct of Clinical Trials of Phases II to IV.
CR	Complete Response: disappearance of disease in efficacy studies.
CSP	Clinical Study Protocol.
CSP	Client Specific Procedure
CTA	Clinical Trial Application: commonly used term for the package of regulatory documents collected and submitted to Competent Authorities in each country.
CTD	Common Technical Document: A specification for applications for drug approval designed to be used across Europe, Japan and the US, developed by the EMA and the FDA.
CV	Cardiovascular. The cardiovascular system consists of the heart, which is an anatomical pump, with its intricate conduits (arteries, veins, and capillaries) that traverse the whole human body carrying blood. The blood contains oxygen, nutrients, wastes, and immune and other functional cells that help provide for homeostasis and basic functions of human cells and organs.
DDS	Data Delivery Specifications.
DMR	Data Management Report. At the completion of the study, it acts as a summary of DM activities prior to their release to biostatistics. A "live" document updated throughout a project to record any deviations from the Data Management Plan (DMP) and any outstanding data issues at the time of database locks.

Acronym	Definition
DRM	Director of Resource Management.
DSC	Data Safety Committee.
DVR	Derived Visit Response: timepoint (visit) response derived by the system, based on individual lesion assessments entered by the Reviewer and the protocol assessment criteria - displayed on each post-baseline review form page.
GDP	Good Distribution Practice. It can also be seen as cGDP, which means current Good Distribution Practice
HA	Health Authority: synonymous to Competent Authority (CA), Regulatory Authority (RA) and Ministry Of Health (MOH).
HCP	Health Care Providers: who directly or indirectly administers interventions that are designed to improve the physical or emotional status of patients. A person otherwise authorized or permitted by law to administer healthcare in the ordinary course of business or practice of a profession, including a healthcare facility.
IDB	Investigator Drug Brochure. Please see "IB", "Investigator Brochure" for definition.
IDMC	Independent Data Monitoring Committee: independent data monitoring committee that may be established by the sponsor to assess at intervals the progress of a clinical trial, the safety data, and the critical efficacy endpoints, and to recommend to the sponsor whether to continue, modify, or stop a trial. It may be also mentioned as DSMB - Data and Safety Monitoring Board, MC - Monitoring Committee and DMC - Data Monitoring Committee.
IRA	Initial Regulatory Authority Approval: date of Initial Regulatory Authority Approval.
ISA	Investigator Source Agreement: dite specific document listing location of data in source documents.
LS	Language Services.
NDA	New Drug Application: application to the FDA for a license to market a new drug in the US. Sponsor companies submit these after completing Clinical Trials on a new drug.
OSM	Off -Site Monitoring visit: monitoring activities performed away from the study site location (e.g., at a Monitor's office or in a Sponsor representative's office), and are focused on supporting individual sites in achieving quality and performance, This is sometimes called "remote monitoring" but it is different to centralized monitoring.
Pass	Numeric identifier appearing as the 'Session' number in the eCRF user interface to distinguish the read session in which data for a particular subject is reviewed (e.g., Session Number 1 [Pass 1] refers to the first read session during which a given subject's data is reviewed. Session Number 2 [Pass 2] refers to the second read session during which new data for this same subject is reviewed).
PMG	Policies, Manuals and Guidelines.
POA	Project Operations Analyst: role supporting full service project managers with project planning, operational data analysis and data controlling.
PR	Partial Response: quantitative assessment category defined within a set published response criteria in analyzing changes in the burden of disease over a period of time (generally used in oncology).
PR	Protocol Review: team that reviews protocols for Lab proposals.
PRS	Patient Recruitment Services
PV	PlanView: It is an integrated project management, resource management, and time reporting system that enables ICON to more efficiently manage its clinical projects and resources.
QRM	Quality Review Meeting: meeting held at identified intervals to discuss and review the quality of results based on projects.
RA	Risk Analysis: evaluation of the feasibility or probability that the outcome of a project/service will be the desired outcome.
RACI	RACI is an acronym derived from the four key responsibilities most typically used: Responsible, Accountable, Consulted, and Informed. It is used for clarifying and defining roles and responsibilities in cross-functional or departmental projects and processes.
RCC	Renal Cell Carcinoma.
SCC	Subjects Completed Count.
SD	Standard Deviation.

Acronym	Definition
SEC	Subject Enrolled Count.
SI	International System Units: abbreviated SI from the French phrase, Système International d'Unités, is based on coherent units, formed by simple multiplication and/or division within a set of seven metric base units.
SIS	Subject Information Sheet. See also Informed Consent Form.
SMC	Site Management Contact
SMP	Supplier Management Portal.
SN	ServiceNow. It is an Information Technology Service Management (ITSM) productivity tool.
SoA	Schedule of Assessments.
SoC	Summary of Changes
SP	Strategic Partner.
Sr	Senior.
SRC	Subject Randomised Count.
TE	Therapeutic Expert.
USP	United States Pharmacopeia: publication that contains legally recognized standards of identity, strength, quality, purity, packaging, and labeling for drug substances, dosage forms, and other therapeutic products, including nutritionals and dietary supplements.
WBS	Work Breakdown Structure: task-oriented family tree of phases, activities and tasks that organizes, defines and graphically displays the total work to be accomplished.

Appendix D: PRA Acronyms

Both legacy ICON and legacy PRA use acronyms in daily work. Many acronyms are the same or similar between the two groups, but there are some differences. Highlighted below are legacy PRA acronyms and definitions that differ from definitions legacy ICON uses.

To see the comprehensive PRA acronyms, please refer the Integration Microsite.

Acronym	Definition
ACR	Association of Clinical Research Professionals
AD	Associate Director.
BPA	Biometrics Project Associate
BPR	Batch Packaging Records
CDM	Central Document Management
CEC	Central Evaluation Committee
CID	A cross-functional business and regulatory database repository containing information specific to all countries in which PRA is responsible for conducting clinical trials.
CMP	Clinical Management Plan
COI	Summary version of policy on insurance that does not have legal terms and conditions. A COI is a document issued by an insurance company/broker that is used to verify the existence of insurance coverage under specific conditions granted to listed individuals. More specifically, the document lists the effective date of the policy, the type of insurance coverage purchased, and the types and dollar amount of applicable liability or limits.
CP	Clinical Programmer
CR	Contract Representative
CSP	Clinical Supply Plan: The clinical supply plan details, at a minimum, how the supplies will be packaged and labeled, sampling requirements, storage requirements, procurement strategy, and distribution strategy.
CSP	Contracted Service Plan: Defines the key services, roles and responsibilities, deliverable, timelines, escalation paths, and follow-up procedures per the Sponsor contract.
CTA	Clinical Trial Agreement – Signed agreement between investigator/institution/contractor and Sponsor/PRA to conduct a specific clinical trial.
CTD	Clinical Trial Disclosure
CV	Critical Variables: Variables that permit the analysis of primary and secondary endpoints as defined in the protocol and/or Statistical Analysis Plan (SAP).
DDS	Director of Drug Safety Centers
DMR	Data Management Repository
DRM	Director of Risk Management
DSC	Drug Safety Center
DVR	Data Validation Reviewer
GDP	GDP is that part of quality assurance which ensures that the quality of medicinal products is maintained throughout all stages of the supply chain from the site of manufacturer to the pharmacy or person authorised or entitled to supply medicinal products to the public.
HA	Health Assessment

Acronym	Definition
HCP	Hard Coding Programmer
IDB	Integrated Database
IDMC	Often used when a Sponsor is blinded to the treatment assignment of the study subjects.
IRA	A review of the documentation and conduct of a project in order to proactively identify potential areas of risk and allow the project team to initiate corrective and preventative actions.
ISA	Internal approval required to perform activities (hours and/or units) and/or expenses that are not in the current contract and cost is non-recoverable, or not able to be approved by Sponsor in time for required resource request, or at risk of not being recovered from the Sponsor.
LS	Lab Specialist
NDA	Non-Disclosure Agreement - another name for a CDA.
OSM	Operations Study Manager
Pass	Post Authorization Safety Studies
PMG	Project Management Group
POA	Power Of Attorney
PR	Product Registration
PRS	Product Registration Services
PV	Performance visit
QRM	Quality Risk Management
RA	Research Assistant
RACI	Research Assistant
RCC	Regional Collection Center
SCC	Standard Core Configuration
SD	Senior Director
SEC	Self-Evident Correction
SI	Sub Investigator
SIS	Site Intelligence Analyst
SMC	Safety Monitoring Committee
SMP	Site Management Plan
SN	Study Nurse
SoA	Statement Of Agreement
SoC	System Organ Class
SP	Statistical Programmer
Sr	Service Request
SRC	Scientific Review Committee
TE	Temperature Excursion
USP	Unique Selling Proposition
WBS	A data file that contains activity and task codes specified in the contract for use in a project to track project-related activities. Also known as a READY file.