



# Integration Newsletter — August Edition

Dear Colleagues,

As of today, the new ICON and our integration efforts have been going strong for eight weeks. The process has been one of collaboration, understanding and excitement among the individuals and teams working to bring both legacy organisations together. We have made great progress in just a short amount of time, including the growing camaraderie amongst team members. The shared values of our legacy organisations – accountability, integrity, and innovation, to name a few – represent common ground that we can all work from and that can guide our daily responsibilities.

In the coming weeks and months, you will start to see the new ICON come to life. You will see it within your teams and business units, as we all adapt and change to reflect the “best of both.” You will hear more about how the ICON Leadership Team (ILT) is thinking about the future, including the extraordinary growth potential of the new ICON. You will begin to hear more about the new ICON's mission, vision and values and the culture we aspire to create and maintain. The industry will also be introduced to the new ICON in an upcoming marketing campaign, scheduled to begin in September. In advance of the launch of the advertising campaign, Marketing have been busy migrating content from prahs.com to iconplc.com.

The response from customers to the new ICON remains extremely positive. We have already won new business as a direct result of our enhanced service offering, in areas including labs, Accellacare and IRT and we are also seeing strong interest in our Symphony Data, Decentralised Trial and Cell & Gene Therapy services. Our customers have confidence in our differentiated and innovative service offerings and in you, our people, who share their commitment to making a difference to patients' lives.

We ask for your continued participation and engagement in coming together as a strong, united company that works for the benefit of all patients and sponsors. Thank you again for your contributions and for the support that you have shown for one another. We are truly #StrongerTogether.



**Simon Holmes**  
Integration Management  
Office Lead



**Harris Koffer**  
Integration Management  
Office Lead

## Resources and materials for employees



### Integration Microsite and InsidePRA

[ICON Integration Portal](#)  
[InsidePRA](#)

The Integration Microsite is the go-to source for the latest information, news, documentation, tools and resources related to the integration. The site is updated weekly as information becomes available.

Recognising that some legacy PRA employees are unable to access the microsite from Sponsor laptops, the *Acquisition Information* page on InsidePRA holds the same information and resources as the microsite and is also updated weekly. Some recent updates include:

- Branding guidance for controlled documents
- Guidance for site-facing team members
- Flexible Working Policy
- ICON Share Trading Policy



### Branding Materials

[ICON Integration Portal](#)  
[InsidePRA](#)

Refreshed branding materials have been uploaded to the [Integration Microsite](#), the [ICON Brand Portal](#) and [InsidePRA](#). These materials will continue to evolve as ICON launches its upcoming advertising campaign and as brand research is being conducted. Check back often for updates.

For specific direction on the updating of controlled documents, please view the guidance issued by Quality & Compliance – available under Workstream FAQs on both the [Integration Microsite](#) and [InsidePRA](#).



### General Employee FAQ

[Integration Microsite](#)  
[InsidePRA](#)

The integration workstream leaders have put together a general FAQ, made up of questions and answers gathered from the general feedback mechanism housed on Survey Monkey. It is organised by topic and is available in the Latest News section on the Integration Microsite homepage, as well as InsidePRA.



## Social Media guidance

Many ICON employees utilise social media and other internet-based collaboration platforms for both professional and personal reasons.

The Marketing and Social Media teams ask that you review and adhere to the social media guidance as it pertains to your interactions online as a conscientious member of our global digital society and as an employee of ICON.

Social media is one of many ways that ICON shares news, updates and insights with both internal and external audiences. Stay up to date by following ICON's corporate social media channels below. Feel free to share, comment and engage with the content that you find relevant or interesting:



- [LinkedIn](#)
- [Facebook](#)
- [Twitter](#)
- [Instagram](#)

By the end of this calendar year, legacy PRA's corporate social media channels will be retired. Current followers of legacy PRA channels, including our employees, will be invited to follow ICON's channels.

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ICON has previously issued social media guidance for employees. This information is good to understand, as both an ICON employee and as a general user of social media platforms.

- [Social media guidance on Integration Microsite](#)
  - [Social media guidance on InsidePRA](#)
- 



Apply the new ICON email signatures and update your professional LinkedIn pages to reflect ICON as your employer.

- [Instructions for legacy PRA](#)
  - [Instructions for legacy ICON](#)
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Over time, and as society's use of social media platforms inevitably changes, ICON will update and/or provide employees with new guidance and policies related to online engagement. When in doubt, please always remember to maintain respectful, professional dialogue and use common sense in all online interactions.



## Managing office visit requests

On occasion, employees may need to visit legacy PRA and/or legacy ICON offices to which they are not normally assigned. In response to this need, our global Facilities team have put in place a process to enable them to efficiently manage and accommodate employee requests to visit offices. Please be aware that we continue to follow local government guidance and regulations with regards to COVID-19 and offices are only open in regions where it is safe to do so.

### Process for legacy PRA employees seeking to visit a legacy ICON office:

Requests to visit ICON offices are managed within ICON's Facilities Online (FOL) system. Legacy PRA employees do not yet have direct access to FOL, but the following is an interim solution until full access is enabled.

- E-mail: [facilitiesonline@iconplc.com](mailto:facilitiesonline@iconplc.com)
- In your e-mail, please include the following information:
  - Name/location of ICON office you wish to visit
  - Date of visit
  - Expected arrival time
  - Name of person hosting you (if relevant)
  - Any requirements you need from Facilities, e.g. if a meeting room is needed, include required type and capacity.
- Your e-mail will be routed to ICON's FOL system, where it will be assigned to the respective Facilities Team contact, who will manage the request as normal and liaise with you directly from within the FOL system.
- Please note: Legacy ICON employees can continue to request access to an ICON office by raising a FOL ticket, which is accessible through the applications menu on MyICON.

### Process for legacy ICON employees seeking to visit a legacy PRA office:

Each legacy PRA office has a unique Facilities distribution list (DL) – a full list of the DLs is available in the Facilities folder on the [Integration Microsite](#). Please email your request to the relevant DL, providing the same information as noted above.





## Help us to define our Culture & Values

Over the past several months, we have begun working on gathering information to understand the similarities and differences between the legacy PRA and ICON organisations. This information will help us define the cultural traits and behaviours that will underpin the new ICON. To date, we have surveyed employees at Director level and above, and we are now in a position to engage the rest of the organisation as we continue to progress our culture assessment roadmap.

Next week, all employees below Director level will receive an email invite to complete a short culture survey. This is your opportunity to provide honest feedback about your legacy organisation – how work is done, how decisions are made and what matters to you. **We strongly encourage you to add your voice to our discussion on culture so that we hear the views from employees at all levels and in all regions of the organisation.**

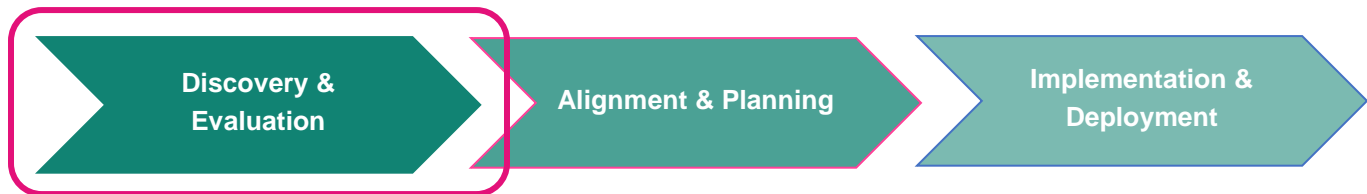
The survey will take no more than 10 minutes to complete and will be open until 17 September, 2021. In the survey, you will be asked to provide some demographic information – you can be assured that all information will be anonymous, data will be aggregated to identify trends only, and no responses can be attributed to any one employee.

We look forward to hearing your feedback!



## Quality & Compliance Update: Document Change Control

As we progress through the phases of integration, our focus has turned to a key task – document harmonisation.



The primary deliverables of the discovery & evaluation phase are for authors of SOPs to create a robust gap analysis of the identified processes and a set of recommendations to support leadership decision-making during the subsequent phase of process documentation alignment.

To reduce administrative burden on functional leads and allow focus on primary integration targets, all document changes from both legacy systems that are currently in progress (i.e. Document Change Controls), will be placed on hold from 1 September, with the following exceptions:

- Changes near completion – in-progress document updates that will be approved by 31 October 2021
- Regulatory or sponsor commitments for updates. **It is the responsibility of the functional lead to determine if sponsor/regulatory updates are applicable.**
- Previous legacy PRA and legacy ICON integrations, where SOP integration had not yet completed (if applicable)
- Updates are related to system implementation / update, or new facilities / services
- Documents due for periodic review

Quality & Compliance will create a Note to File in the coming weeks to formally document this activity.

The details for each work stream will be discussed between functional leads and Q&C business partners as we navigate through the discovery and evaluation phase.



## Getting to know each other

Many teams are already taking time to have virtual introductions with their new colleagues. This is an important first step in becoming an integrated team, to learn more about each other, the work we do, experience we bring and aspirations we have for the new ICON. Here are some suggestions for your first meeting:

- Ask everyone to create an 'About Me' slide which they can speak to during team meetings. The 'About Me' slide should contain personal and professional information that you are comfortable sharing with your colleagues. You could also include a photo of yourself outside of work on the slide, if comfortable doing so.
- Set up virtual coffees. For those leading larger teams, it might be a good idea to schedule small virtual Webex meetings within your team, to introduce yourselves or indeed brainstorm on a particular integration challenge – diversity of thought generates more innovative ideas and solutions.
- Use Webex backgrounds to have some fun during your introductions. Pick a TV show that you most enjoyed during lockdown, share a photo of your dream holiday destination, etc.



Dave Gill, Global Information Security Officer, created history recently by becoming the first legacy PRA employee to visit ICON's global headquarters in Dublin.

Pictured with Mick Ryan, Head of Cyber & Information Security, Dave and Mick are working to bring the best of both security programs together to protect the new ICON.





## Reminder: ICON Global Code of Ethical Conduct

All employees must comply with the ICON Global Code of Ethical Conduct as well as the following ICON compliance policies. 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

**IMPORTANT:** Legacy PRA employees are required to read and acknowledge the ICON Code and ICON policies listed above no later than 1 September, 2021.

## Questions?



**We want to hear your feedback and gather your questions. Here's how to do it:**

- Visit the Integration Microsite's [Contact Us page](#) to find contact information for several workstreams. Please send any relevant questions or feedback to the particular workstream contacts identified on the site.
- If your question is not related specifically to a workstream, or if you are not sure where it fits, please utilise our general feedback mechanism through [Survey Monkey](#).