



January 2022 Edition

Integration Newsletter



Welcome to the
January edition of the
Integration Newsletter



Simon Holmes
Integration Management
Office Lead



Harris Koffer
Integration Management
Office Lead

Dear colleagues,

We hope that you were able to enjoy some downtime over the recent holiday period and that 2022 has begun well for you and your families.

Last week, 140 of our most senior leaders gathered together for our annual leadership meeting. Unfortunately, due to COVID-19, we were unable to hold an in-person event but the team benefited from a half-day virtual meeting, where they were briefed on new ICON's mission, vision, strategy and values. They also heard from senior leaders from Eli Lilly, Seagen and Bayer, who spoke about their expectations of ICON in helping them drive innovation in their clinical development programmes.

You can expect to hear more about the themes that were shared at this meeting from your functional leaders and you can also look forward to a series of video communications from the ICON Leadership Team in early February, that will outline our purpose and vision, the foundational values that will guide our daily work and interaction with each other, and the strategic focus areas that will enable us to grow and continue to be successful. Progress on our strategy will be shared in quarterly townhalls and through other news and company updates over the coming year and there will also be a series of awareness and training initiatives as we embed our values.

Thank you for your ongoing engagement as we move forward as new ICON. It's going to be an exciting 2022, with lots of key milestones on our journey to creating a shared employee experience for all employees and the world's leading healthcare intelligence partner for our customers.

Best regards,

Simon & Harris



Changes to ICON office infrastructure: January – June 2022

Since our first day as new ICON, our Facilities team has been working closely with colleagues across the globe to implement our office strategy for new ICON.

The office strategy focuses on:

- **Cities with multiple offices** – moving employees into one office in order to help foster close working relationships and unite teams in modern, high-functioning office spaces that enable employees to perform at their best and collaborate with each other.
- **Expected future use** – ensuring that our office footprint aligns with the expected future level of office usage, reflecting our flexible working policy to ensure we only maintain office space that will be used and occupied.

The first stage of the implementation of the strategy was completed in 2021 and resulted in moving employees from multiple offices to single locations in 19 cities, reducing office space in 7 locations and closing offices in 13 locations.

The next stage of implementation is set out below and is scheduled to complete by the end of Q2 2022.



Diarmaid Cunningham
Chief Administrative
Officer and General
Counsel

Date	Office	Change
January		
14th Jan	Lima	All employees move to legacy ICON office
14th Jan	Sao Paolo	Move of employees to legacy ICON office underway
February		
18th Feb	Taipei	All employees move to legacy PRA office
March		
11th Mar	Victoria	Closure of legacy PRA office - possible new reduced space
18th Mar	Tel Aviv	All employees move to legacy PRA office
25th Mar	Reading	Right-size office by reducing footprint in same location
25th Mar	Madrid	Right-size Legacy PRA office by reducing footprint in same location
25th Mar	Paris	Reduction in legacy PRA office space - pending Works Council consultations
April		
29th Apr	San Diego	Closure of legacy PRA office - teams become home based
29th Apr	Milan	All employees move to legacy ICON office
29th Apr	Vernon Hills	All employees move to legacy PRA office in Deerfield
May		
20th May	Shanghai	All employees move to legacy PRA office
27th May	Raleigh	Right-size office by reducing footprint in same location
27th May	Charlottesville	Right-size office by reducing footprint in same location
June		
3rd Jun	Sugarland	Right-size office by reducing footprint in same location
24th Jun	Barcelona	All employees move to legacy ICON office

A project team from Facilities will work closely with HR, Site Heads and key leaders from relevant offices on detailed plans for each of the above-listed changes. They will ensure a cascade of communications takes place in advance of changes, to ensure employees are informed and prepared. Townhalls, Q&A sessions and detailed FAQs will be available to all impacted employees.

We ask for your patience with these changes as they take place.

You can contact the global Facilities team with questions related to office moves using OfficeMoves@iconplc.com. In addition, you can contact your designated HR representative if you need to discuss a personal issue.

We will continue to keep you updated on this important part of our integration as we bring the combined teams together in the new ICON.



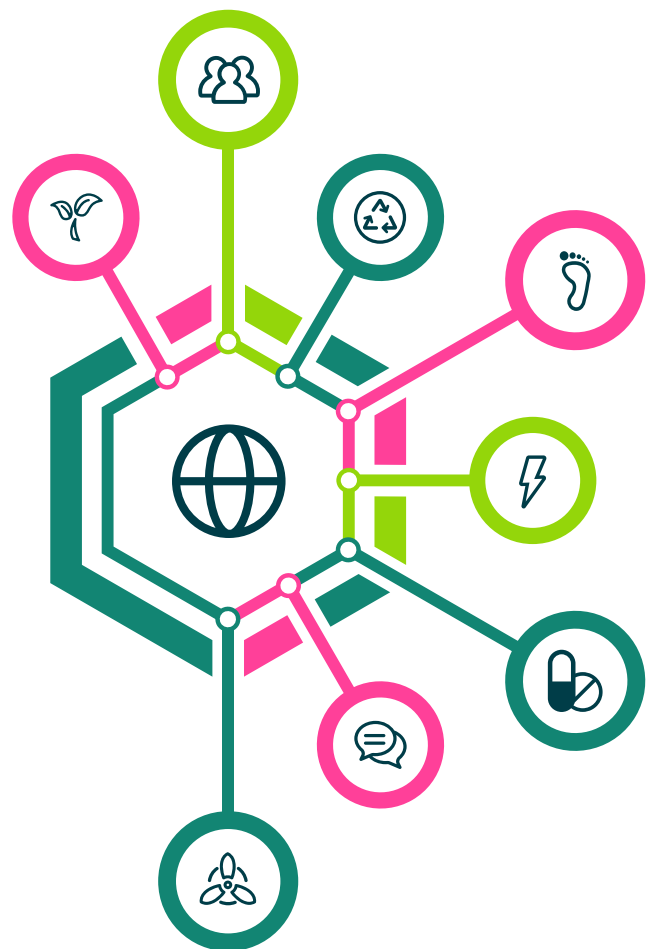
New MS Office templates now available!

A wide range of new MS Office templates are now available to employees via the [Integration Portal](#), the [ICON Brand Portal](#) or [InsidePRA](#). Templates include Word and PowerPoint materials along with templates for email, newsletters and proposals, all of which include a number of technical and usability enhancements. Download today and please ensure that you use these latest materials going forward.



ICON Services Catalogue

The ICON Services Catalogue, which provides a guide to ICON's comprehensive services portfolio spanning all aspects of drug and device development and commercialisation, is now available via the [Integration Portal](#), the [ICON Brand Portal](#) and [InsidePRA](#). Along with details of the various services, you will also see the functional lead and their contact details listed. The catalogue is a hugely valuable resource to learn more about ICON's full suite of services, so please take the time to check it out.





IT Update

Our aim in IT is to drive the success of new ICON by deploying the best-in-class software and applications, and we will be continuing our journey of unifying our IT environments in 2022.

In Q1 2022, we will be setting the foundations for change with the rollout of @iconplc.com mailboxes for legacy PRA, the migration of legacy ICON users to cloud email as part of the transition to Office365 for all employees, and the transition of legacy PRA staff to the ServiceNow IT Helpdesk.

Additionally, we will be issuing a series of communications on these enhancements over the coming months, and would request that you read these communications carefully, so that you are prepared for these changes. Also, please take time to participate in training sessions and familiarise yourself with the supporting documentation that will be issued in the coming weeks.



Tom O'Leary
Chief Information Officer

How to prepare for IT changes?

- Read all IT communications carefully so that you are aware of forthcoming changes.
- Register for the training sessions that will be issued over the next few weeks.
- Become familiar with the supporting documentation that will be provided to you in the coming weeks.



Procurement Update – use of ICON Language Services for all translation services

ICON Language Services (ILS) should be used for all translation services that are pass-through costs. If a client requests use of another authorised vendor (such as Transperfect, Lionbridge or RWS), approval needs to be given by the ILS team (please contact Ana.Bayles@iconplc.com or MajewskiPatrick@prahs.com for approval). Please expect a minimum standard response time of one working day in such cases.

You can learn more about ICON Language Services and how to request a translation on [MyICON](#) and [InsidePRA](#).





HR Update

Following the 2021 achievements that saw us take a further step in enabling a shared employee experience for all employees in the new ICON, below are some brief updates on what you can expect in 2022.

Benefits harmonisation

Following the completion of the first phase of benefits harmonisation in the US and Canada in 2021, our focus is now on phase two, where we will harmonise our largest markets in APAC, EMEA and LATAM over the coming months. We hope by mid-2022 that we will then have the majority of employees on harmonised benefits right across the company. We are currently engaged in detailed analysis of existing benefits from legacy organisations, keeping our best of both principles in mind, and will be communicating with employees as we progress our plans.

Workday

A large amount of focus continues on the Workday implementation and our goal is for Workday to be the HR system of record for all employees globally by May 2022. Workday will improve our employee experience in a variety of ways and will be the go-to place for all employee activities, such as on-boarding, candidate referral, recruitment, goal setting, performance management, booking time off and much more and will also enable People Leaders to view data and make organisational changes related to their teams. A comprehensive communications and training program will be rolled out in advance of May.

Policy harmonisation

The following policies have been harmonised and are effective from 1 February 2022*

HR Policies
Dignity and Respect at Work
Disciplinary Policy
Flexible Working Policy
Transgender Employment Policy
Facilities Policy
Global Travel Policy

Full details of the policies will be available on [MyHR](#) (L-ICON) and on [InsidePRA](#) (L-PRA) in the coming days. Further policies will be harmonised over the coming weeks and months and we will continue to update you as they are rolled out to employees.

*Pending consultation with Works Councils in relevant countries



Joe Cronin
Chief HR Officer

Career Mapping

During quarter one we will also be sharing updates with all employees on ICON's Career Map. It is important to show all employees where their role sits within new ICON and how they can progress their career and understand skills and capabilities required for other roles.

Reminder to set your 2022 goals and development plans

The 2022 goal-setting and development planning phase of the annual performance review process is open and will run until 25th February. Representing another integration milestone, all employees across ICON will follow the same annual performance management process in 2022.

Quality goal setting remains a key priority for ICON in guiding individual and organisational performance. Setting clear goals at the start of the year ensures that your role is aligned to the departmental and organisational key objectives and is an opportunity for you and your People Leader to align on the expectations and delivery required for the year ahead. It's also a great opportunity to review what you can stop/ start and continue and the support you need to develop in your role and deliver to your full potential.

Please refer to the 2022 employee introduction to goal setting and development planning guide that is on [MyICON](#) and [InsidePRA](#) for further guidance on how to complete this important performance management step.



Employee referral programme – have you referred a candidate?

Congratulations to the many colleagues who have referred a successful candidate to ICON and are looking forward to a referral bonus payment of up to \$2,000 after their referred employee completes their probation period. If you have not yet referred a candidate and you think there might be someone in your professional network who would be suitable for one of the many ICON vacancies we have currently, then now is your chance to submit your referral.

As a reminder, following are some of the key aspect of the referral programme:

- The programme is open to all permanent employees of new ICON.
- Cross-entity referrals are now enabled for the first time, which means that any permanent employee can refer a candidate to any role across the legacy organisations.
- There will be sliding scale of referral bonus payments up to \$2,000 for referrals that result in successful hires.
- Referral bonus payments will be paid for permanent roles only and will be paid once the candidate has completed their probation period or 6 months' continuous employment. Payment will be made via our usual payroll process.
- As an added incentive to encourage you to introduce your high-quality contacts to ICON, there will be holiday voucher prizes up to the value of \$10,000 for our top 4 referrers in each region.

More details of the employee referral programme can be found on [InsidePRA](#) and [MyICON](#).



How to refer a candidate:

To refer a candidate for a role within your current business entity, please use one of the following options:

Legacy ICON

Workday
- click on the Career Worklet

Legacy DOCS

DOCSreferrals@iconplc.com

Legacy PRA

TAP Referral Portal

To refer to a role in a different entity to which you are currently assigned, please use one of the following options:

Legacy ICON

referrals@iconplc.com

Legacy DOCS

DOCSreferrals@iconplc.com

Legacy PRA

referrals@prahs.com

Questions?

Please email the Talent Acquisition team with any general queries, or if you wish to discuss/share the details of a candidate that you are unsure to which role they may be suited.

referrals@iconplc.com