



# Integration newsletter

## October edition



Welcome to the October edition of the Integration Newsletter



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Integration Management  
Office Lead



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Integration Management  
Office Lead

Dear colleagues,

**There continues to be a lot of ongoing work across all integration workstreams as we look to fully integrate both legacy organisations and enable a shared employee experience as quickly as possible for all employees. We continue to be proud of the collaborative nature of all teams involved in this process as we hit established integration goals, whilst maintaining business continuity.**

Next week we will report our third quarter 2021 financial results as a combined company for the first time. This is a milestone event for the new ICON and a tremendous amount of credit goes to the Finance team for all the hard work that went into enabling us to hit this milestone.

It was wonderful to see colleagues uniting in single office locations in Tokyo, Bucharest, Reading, Moscow, Lexington and Santiago in October – you can see some photos on page three of the newsletter. The ICON Leadership Team (ILT) have also enjoyed the opportunity to meet teams in Raleigh, Blue Bell and North Wales in the US and Barcelona, Mannheim, Reading and Dublin in EMEA over the past month. Further office visits are planned for the remainder of the year and into 2022, as regional travel restrictions continue to lift.

As we approach November, we will begin the annual end of year performance cycle. As previously communicated, there will be no change to the performance management process for the 2021 performance cycle and you will complete your end of year review using your legacy performance management system (Workday or GHR). You will receive further communications related to the performance cycle from HR over the coming weeks and you will be notified of key actions and due dates. Please ensure that you complete all actions by the due date so that HR can close out the performance cycle by the required deadlines. Further information on performance planning for 2022 will be communicated later this year.

As always, many thanks for your ongoing participation and engagement as we continue to work through integration. Please continue to send us your feedback, using the channels listed at the end of this newsletter.



## Video update: ILT offsite meeting

The ICON Leadership Team (ILT) recently gathered in Dublin for their first in-person offsite meeting. During the two-day meeting, they discussed ICON's near term plans and longer term strategy. We used the opportunity to capture a brief video, where you can hear from our leaders about the importance of the meeting, some of the discussion topics and some key takeaways.

You can access the video through the following links:



[Integration Microsite](#)



[InsidePRA](#)



## Best of both leadership appointments in Asia Pacific

The new ICON has given us substantial scale and a more comprehensive service offering in Asia-Pacific, including within key markets like Japan and China. There is significant potential in the region and there is already growing interest from many customers.

A working group from the ILT engaged with key regional leaders in the combined organisation to review our organisational needs in both Japan and China. Following the review, a decision was made to appoint a General Manager in each country.



**Yao Zhong**, formerly VP & General Management, ICON Clinical Research Services, China, has been appointed as **General Manager of China**.



**Atsushi Ogawa**, formerly VP, Japan Region, Global Strategic Solutions, has been appointed as the **General Manager of Japan**.

These important roles are intended to provide senior leadership support locally and work to complement the existing matrix structures within the organisation. Congratulations to Atsushi and Yao on their appointments!





## Uniting teams and building relationships

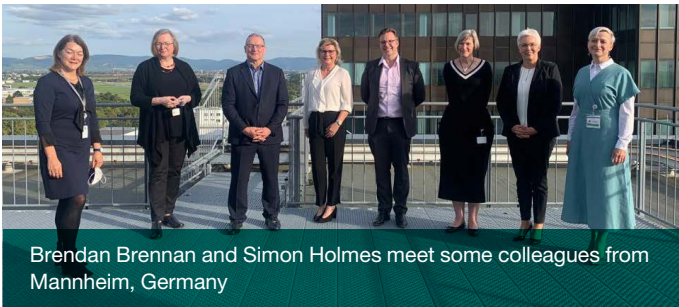
Uniting teams in a single office location continued in October, with teams coming together in Tokyo, Japan; Bucharest, Romania; Reading, UK; Moscow, Russia; Lexington, US; and Santiago, Chile. The ICON Leadership Team has also been on the move over the past month, visiting teams in Raleigh, Blue Bell and North Wales in the US and Barcelona, Mannheim, Reading and Dublin in EMEA. The ILT is continuing to plan further visits across all regions over the coming months, in line with the easing of COVID-19 related travel restrictions.



Nuala Murphy meets France-based leaders from Speciality Services & SMID in our Paris office



Colleagues in Reading enjoy getting to know each other



Brendan Brennan and Simon Holmes meet some colleagues from Mannheim, Germany



Colleagues in Bucharest enjoy refreshments



Brendan Brennan dons pink shades at a team dinner in Raleigh



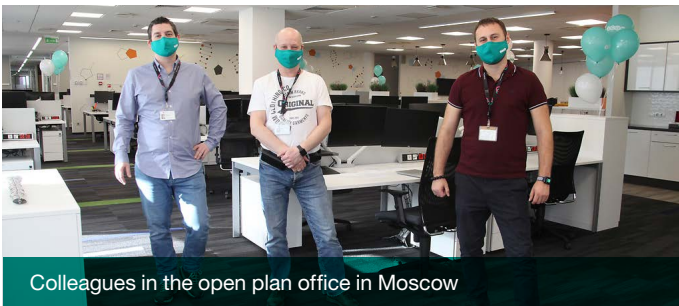
Nuala Murphy welcomes employees back to the Barcelona office



Colleagues in Santiago gather together for a meeting



Colleagues in Lexington settle into their new surroundings



Colleagues in the open plan office in Moscow



Members of the combined Tokyo team



## Moving towards a unified employee experience

We are excited to continue our progress towards a shared employee experience in the new ICON. Following the completion of a detailed integration review, we have begun moving forward to align our people practices, policies and benefits for employees, starting with the US market.

Earlier in October, HR held four townhalls for our legacy PRA and DOCS colleagues in the US to share an overview of the aligned 2022 benefit offering for all US colleagues, which will take effect from January 1st, 2022. Over 6,000 of you attended a session, which generated a lot of great questions and positive feedback. We look forward to continuing to engage our US colleagues in the coming weeks and we also look forward to beginning conversations with our colleagues in other global regions in the coming months, as we share more details about key initiatives, such as the rollout of our Workday HR system for all employees in February 2022 and unified HR policies and benefits, which will come into effect throughout 2022.

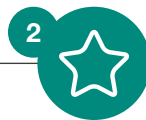
The following graphic outlines some details on what to expect with upcoming communications and trainings, as we continue to align our global HR employee experience in the new ICON.

### Journey to a common employee experience



#### October - November: US employee market alignment

- US employee benefits alignment townhalls completed
- 8 – 19 Nov:** US open enrolment and benefits webinars
- 8 – 19 Nov:** US L-ICON open enrolment
- 22- 3 Nov:** US L-PRA open enrolment
- Jan 1:** All US employees on common benefits programs



#### FY21 Performance management training

- 1 – 12 Nov:** FY21 self reviews open in legacy systems
- 15 Nov – 3 Dec:** People Leader review
- 6 Dec – 7 Jan:** Calibration meetings held for both legacy organisations
- 10 – 31 Jan:** Performance review meetings conducted
- Please Note:** L-ICON and L-PRA employees will perform FY21 self and year end reviews on legacy performance systems (Workday or GHR)



#### Common global employee HR platform

- Nov – Jan:** Workday People Leader and employee training
- 1 Feb:** Common global Workday platform enabled for all employees



#### FY22 Performance planning

- Feb 2022:** Goal setting on Workday and policies to begin



#### FY22 Rest of world market alignment activities

- Detailed summary of go-forward benefit plans per market
- Updates to market policies and procedures (Annual leave, time tracking, where applicable)





## Unified Diversity, Inclusion & Belonging strategy

Diversity, inclusion and belonging (DIB) are fundamental to our culture and values. Our rich diversity makes us more innovative and more creative, which helps us better serve our patients, our customers and our communities.

Following a review of DIB strategies and activities from our legacy organisations, we now have a best of both, unified strategy that has four ambitions:



The strategy is governed by a Steering Committee comprised of several of our ILT leaders. There is also a DIB operating committee, which is comprised of ICON employees from across the business.

### Diversity, Inclusion & Belonging Steering Committee



**Barry Balfé**

President,  
Global Operations  
Large Pharma



**Nuala Murphy**

President,  
Global Speciality  
Solutions



**Tami Klerr**

President  
Global Operations  
Biotech, SMID



**Brendan Brennan**

Chief Financial Officer



**Kim Boericke**

President  
Commercialisation &  
Outcomes Services



**Joe Cronin**

Chief HR Officer



**Greg Licholai**

Chief Medical &  
Innovation Officer

Our community groups are key drivers of building an inclusive culture, and our DIB committee has been working hard in recent months to unite our DIB communities. The following united community groups are now available for all ICON employees.

- **DAWN:** Disability AWAREness Network
- **EmbRACE:** Ethnicity & Race:
- **Pride:** Supporting the LGBTQ+ community:
- **NOW:** Networking Organisation for Women:
- **SPACE:** Supporting Parents & Carers Everywhere:

Each one of the community groups has already been active in creating valuable resources and events, and will continue to do so into the future. Check out [MyICON](#) and [InsidePRA](#) for further details. If you would like to get in touch with the DIB committee and or advocates, please email:

[DiversityInclusionAdvocates@iconplc.com](mailto:DiversityInclusionAdvocates@iconplc.com)

[DEIcommittee@prahs.com](mailto:DEIcommittee@prahs.com)



**Check out our recent events on the Diversity, Inclusion & Belonging Hub via MyICON and InsidePRA:**

DAWN  
Podcast series  
on awareness  
& inclusivity

EmbRACE Panel  
on unconscious  
bias

Pride Panel  
and *My Story*  
videos

NOW Gender  
equity panel

SPACE Parents  
& carers video  
series

### Coming soon...

People Leader Diversity, Inclusion & Belonging training will be launching in November. Further training for all employees will be rolled out in 2022, which will be communicated in regular DIB newsletters.



## IT Update: Further steps to enabling a unified desktop experience for all employees

Our combined IT team is working hard to build a robust and secure IT infrastructure that will enable a unified employee experience and ensure we can protect the large volume of employee, customer and patient data with which we are entrusted.

To protect employee devices against the risks and threats caused by malware, phishing emails and malicious URLs, and to prevent data loss and leakage, IT Security will be implementing the following two changes in late November and early December 2021. The changes have been in place in ICON for several years and are therefore being applied to legacy PRA (L-PRA) users as a further step in enabling a unified desktop experience for all employees.

### 1. Rollout of Mimecast spam filtering software to all L-PRA email accounts

#### What's happening?

On Monday, 29th November 2021, Mimecast Secure Email Gateway software will be implemented on all L-PRA email accounts.

#### User Impact

Users will see changes in how external emails sent to their L-PRA email accounts are managed.

#### User Benefits

Mimecast's spam filtering software helps to protect against risks and threats by applying security controls to information flowing into and out of the organisation, and offers users the following benefits:

- Email attachment protection to prevent malware from infecting employee devices
- Protection from malicious web site addresses (URLs)
- Notification of emails that are likely to be phishing attacks
- Notification of quarantined spam email, which you can then choose to release or block
- Aids in the prevention of socially-engineered cyber-attacks & malware outbreaks

#### Action

Please read the Mimecast user guide that was sent to you on November 27th, to familiarise yourself with the new spam filtering email process. The Mimecast user guide has also been posted to InsidePRA.

## 2. Locking of USB ports on all L-PRA devices

### What's happening?

On **Wednesday, 1st December 2021**, all USB ports will be locked for L-PRA users on their company-issued laptop or desktop.

### User Impact

Users **will not be able to copy data to unauthorised data sticks or devices**. If you have a business need to transfer data to a data stick or device, you must raise a ticket in SummitAI and request an encrypted USB stick, or alternatively use Box for large file sharing.

### User Benefits

CrowdStrike is an IT security software that manages the locking/unlocking of USB ports across an enterprise. This software offers users the following benefits:

- Prevents unauthorised USB keys that may result in data loss or leakage
- Aids in the prevention of computer viruses or other malware being uploaded onto ICON computers from unauthorised USB devices

### Action

1. If you have a business need to transfer data to a data stick or device, you must raise a ticket in SummitAI and **request an encrypted USB stick before 1st December**. We advise that you take this action immediately.
2. Please read the CrowdStrike Q&A documentation that was distributed to employees on November 27th and which is also available on InsidePRA.

## 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.
- Please remember to route customer questions through the Survey Monkey tool, so that we provide the most up to date response to customers.