



Integration newsletter

September edition



Welcome to the September edition of the Integration Newsletter



Simon Holmes
Integration Management
Office Lead



Harris Koffer
Integration Management
Office Lead

Dear colleagues,

We have reached the milestone of our first full quarter as a combined company and we will be reporting our results to the market on November 3rd. While we maintain business continuity and deliver for our customers and patients, you can be assured that a huge amount of work continues in the background, as we look to fully integrate both legacy organisations and enable a shared employee experience as quickly as possible.

Over the past month, our teams in Raleigh, Hong Kong, Beijing and Osaka united together in a single office location. This is a really important step in fostering close working relationships and building our culture in the new ICON and we're delighted to report that all moves went smoothly. We want to thank employees for embracing change and a big shout out goes to our Facilities team, who coordinated the moves.

We took a further step in our culture roadmap in September, when we completed our culture assessment survey. Thanks to everyone who took the time to complete the survey, which means that we have a good cross-section of employee feedback from all levels, all service lines and from all geographies across the organisation.

We are now gathering and analysing the data, so that we can understand similarities and differences between the legacy organisations, which will help define the cultural traits and behaviours that will underpin the new ICON. As always, we will keep you updated as we continue to progress this important initiative.

Another key milestone in September was the first in-person meeting between the ICON Leadership Team (ILT), when they came together for an offsite meeting in Dublin to discuss ICON's near term plans and longer term strategy. We will be sharing a video in the coming days, where you will hear from the ILT about the importance of the meeting, some areas they discussed and the key takeaways.

Many thanks for your ongoing participation and engagement as we work through integration and please continue to send us your feedback, using the channels listed at the end of the newsletter.



Video updates: enabling a shared employee experience

Joe Cronin, Chief HR Officer, and Tom O’Leary, Chief Information Officer, recently spoke about their vision for enabling a shared employee experience. They also shared some details about key decisions that have already been made, that will enable their shared vision to become a reality.

Click on the video links below to learn more:

Tom O’Leary & Joe Cronin’s definition of a positive employee experience (3mins)

- Integration Microsite
- InsidePRA

Focus areas & systems that will enable a good employee experience (5mins)

- Integration Microsite
- InsidePRA

Delivery timelines for key enabling systems

- Integration Microsite
- InsidePRA



Stronger together success story



By Karen Devcich, VP Regulatory Affairs, Medical Writing, Quality & Editing and Clinical Trial Transparency

A guiding principle of our integration has been ‘customer first’. The following story is a great example of collaboration between our Medical Writing teams to support an IND for Abliva.

Working at a CRO, we understand the importance of supporting our clients’ investigational new drug (IND) applications submission goals. We also recognise that achieving such a goal can present significant challenges, even under the best of circumstances.

But what happens when the so-called perfect storm hits? A client goal looms and there’s a sudden gap in available resources to support the writing of several key documents.

This very situation recently happened to the legacy ICON (L-ICON) medical writing team—so they reached out to the legacy PRA (L-PRA) medical writing and QC team. We’re happy to report that, through significant effort, collaboration, and strong leadership, the client goal was met.

How was this challenging situation turned into a success story? The best way to describe our approach may be “divide and conquer.”

After assessing available resources within the L-PRA group, a SWAT team of four was assigned to work their magic—and work it they did! All four writers were already assigned to other projects, but in the spirit of being “Stronger Together,” they found a way to squeeze in a few more hours. They collaborated closely with each other, the L-ICON regulatory lead, and the sponsor team to meet the client goal.

This is not just another IND. It was for a small molecule metabolic modulator that improves mitochondrial function, being developed by Abliva for the treatment of primary mitochondrial diseases. The drug has been granted Orphan Drug Designation by the EMA and FDA for the treatment of mitochondrial encephalomyopathy with lactic acidosis (MELAS) and mitochondrial respiratory chain diseases (MRCs), respectively. As such, it represents a novel treatment mechanism for primary mitochondrial diseases, which are generally associated with severely debilitating symptoms starting in early childhood.

In summary, an urgent need was presented to a strong team, who eagerly accepted the challenge. The team was motivated by their patient-centricity to ensure an on-time start to the regulatory lifecycle for a potentially life-changing treatment for a very vulnerable patient population. The team was also eager to help their new colleagues, in the spirit of being #StrongerTogether.



Office moves – uniting teams and building relationships

Over the past week, our teams in Raleigh, Hong Kong, Beijing and Osaka united together in a single office location. All moves went smoothly and teams were up and running in their new office spaces very quickly. Teams within the same functions are seated together, allowing for increased opportunities for networking and building close working relationships.



With the easing of COVID-19 restrictions in many regions, the ILT are also starting to travel again and aim to visit as many offices as possible over the coming months. Following are some photos from the office moves, a recent Dublin townhall in Dublin with Steve Cutler and a visit from Brendan Brennan and Simon Holmes to our Mannheim office.



Marketing update

“Intelligence to Impact”: New ICON brand campaign launches in October

The marketing team has been working closely with members of the ICON Leadership Team (ILT) to develop a brand advertising campaign for the combined company. Developed after much consideration and deliberation, and also discussions about ICON’s evolution and its value proposition, the campaign will seek to:

- Build awareness of ICON’s scale and capabilities across the pharma and biomedical industries, delivering enhanced benefits for all accounts.
- Communicate our value proposition and drive customer consideration of our services
- Support employee engagement and retention and drive future talent acquisition

Messaging will also be adapted across business segments – FSP, SMID/Biotech, large pharma – and for key solutions such as decentralised clinical trials, as an example. Campaign creative design will convey the combined company – look out for ads in industry trade press websites and on social media. Like and share social posts to help our campaign reach as wide an audience as possible. Stay tuned in October to the integration microsite and our company intranet sites for more details on the campaign.

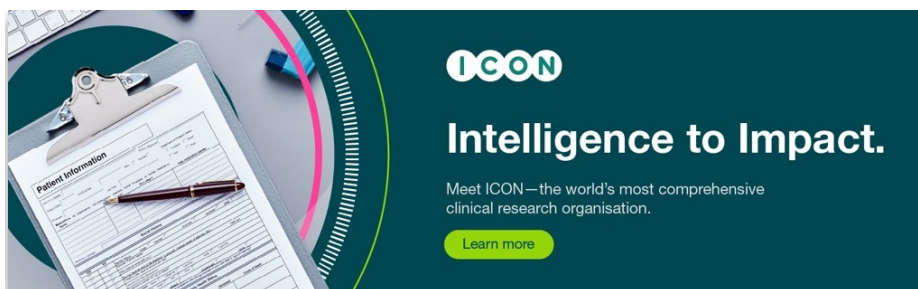
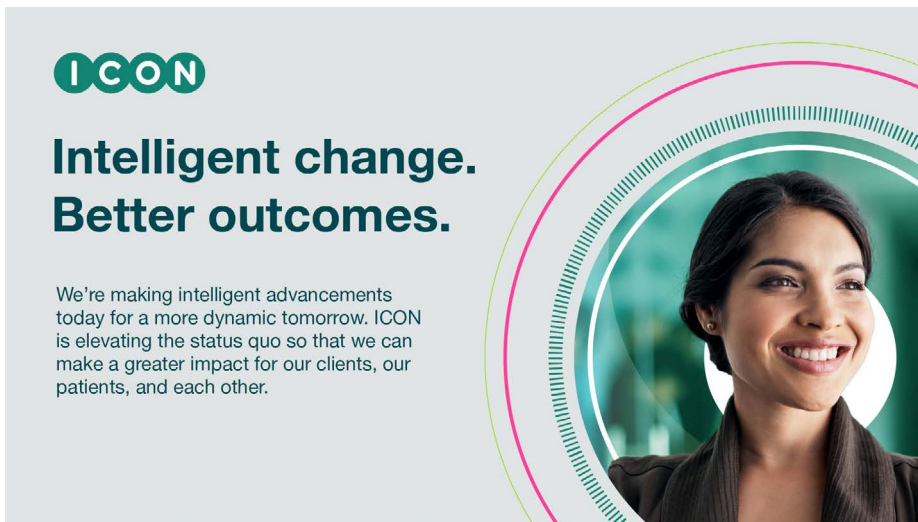
The redirect effect: PRAHS.com -> ICONplc.com

As part of the integration, you may have seen last week that large parts of PRAHS.com have been redirected to ICONplc.com. Over the summer, content focused on solutions, services and capabilities that was housed on PRAHS.com has been integrated with, and added to, ICONplc.com. Over the next few weeks, content transfer and redirects will continue for the last remaining sections such as Corporate Social Responsibility and Sustainability.

Be sure to take some time to visit and navigate through ICONplc.com – it is a wealth of information and insights about our business, our people, and our expertise in clinical development.

Coming Soon: Integrated Services Catalogue

Marketing is updating the Services Catalogue, combining the solutions and offerings from both legacy organisations into one concise document. Once completed in early October, the combined catalogue will be made available to all ICON employees via the ICON Brand Portal, the Integration Microsite and InsidePRA. The catalogue is updated on a regular basis.



Example creative



Connecting our IT networks

Since 1 July, the new ICON Cybersecurity team has been working on a detailed security assessment of the legacy PRA environment.

The first phase of this assessment has now concluded. This means that the IT team can now connect the two IT networks, which is an important first step in the merging of the two legacy IT environments.

This lays the foundation for the consolidation of data centres, migration of applications and is an important milestone as the organisation moves towards enabling a shared employee experience for all employees in the new ICON.

Cybersecurity Awareness month

October is Cybersecurity Awareness month. As we work to enable a shared employee experience for all employees, it is also an important time to reflect on cybersecurity risks and good practices.

During the next four weeks of October, the new ICON cybersecurity team we will be raising awareness about the importance of cybersecurity in our everyday work and family lives, whether working in the office, remotely from home or protecting your family online.

We will be communicating cybersecurity resources, guidance, tips, fun educational videos and running a cybersecurity scavenger hunt with spot prizes, so watch out for updates on InsidePRA and MyICON throughout October.



Guidance for ICON employees: Interacting with members of the press/media

Why ICON works with media:

By appearing in the media, ICON can reach important stakeholders including clinical trial partners and sponsors, patients and patient advocacy groups, caregivers, healthcare professionals, payers and the public. This enables ICON to contribute commentary on industry trends and developments and helps shape and protect our reputation. It is important that all ICON employees are aware of the process they should utilise if engaged by a member of the media.

Important:

All enquiries from members of the press/media must be referred to Laurie Hurst, Sr. Director, Communications and Public Relations. Laurie's contact information is available below and via Outlook

– ICON employees are not permitted to engage with the media and/or communicate company information without prior consent from the media relations team.

Media engagement background

ICON's media relations team fields requests from the media or other outside entities to discuss something in the news that is relevant to our work or one of our employees. We also regularly engage with the media across a wide range of clinical, operational, and business areas where there is an opportunity to demonstrate company expertise and showcase leadership.

Contact Information

David Green

VP, Global Marketing

Work: +353 1 291 2459

Mobile: +353 87 9235749

Email: david.green@ICONplc.com

*Based in Dublin, GMT

Laurie Hurst

Senior Director, Public Relations & Communications

Work: +1 919 786 8435

Email: hurstlaurie@prahs.com

*Based in Raleigh, Eastern Time



Outline of ICON's media engagement process:

Reactive media enquiry

Step 1

Refer ALL media enquiries to Laurie Hurst, Sr. Director, Communications and Public Relations, in a timely manner. Take note of the journalist's name, the media outlet they work for, contact details, and the information that has been requested or questions they have.

Step 2

In consultation with company leaders, the media relations team will determine if and how to respond to the enquiry and update you as appropriate.

Proactive media request

Step 1

Consider the topic, a potential company spokesperson, and the audience you want to reach through the media. Think about the story you want to tell and the information that will build out your story.

Step 2

Share your request with marketing@iconplc.com and hurstlaurie@prahs.com for consideration and an evaluation of the news value of your topic or announcement.

Step 3

The marketing and communications team will work with you to decide on the right course of action and update internal stakeholders as appropriate.

Things to keep in mind:

- Journalists do not always reveal who they are, or even if they are a member of the media. Be aware that anyone asking even seemingly innocent questions could be a journalist or anyone that has an online platform to share information.
- Do not give any details or speak out of turn on a topic that you are not authorised to discuss. Do not be drawn into an 'off-the-record' conversation. Even informal discussions can later be attributed to an ICON spokesperson.
- Reassure the journalist that you will pass their enquiry on at once to an informed spokesperson. They may continue to push for information but remain firm.
- Be polite and respectful at all times.
- Time is of the essence. Pass on enquiries as promptly as possible to ensure that the media relations team can respond to any deadlines.

For more information, please refer to the following documents on the [ICON Brand Portal](#) or [InsidePRA](#):

- [ICON Crisis Management Guide Brand portal | InsidePRA](#)
- [ICON Social Media Guidelines Brand portal | InsidePRA](#)

Integration spotlight – Q&A with Tony Southers, Global Operating Officer and Integration Lead for Global Strategic Solutions

Q. Please tell us a bit about your role at ICON.

I am Global Operating Officer for Global Strategic Solutions (GSS), where I'm responsible for operations in key accounts and Talent Acquisition. I've been in the industry for about 30 years and spent 6 years with legacy ICON between 2004 – 2010, where I was part of the team that set up the original Functional Service Provider (FSP) division, which became DOCS. So, I am a boomerang employee!

Q. So, what does Global Strategic Solutions look like in the New ICON?

Prior to Day 1, we had two separate legacy FSP teams, which we have combined under the leadership of Samir Shah, President Global Strategic Solutions.

The new GSS includes a number of key areas; John Barry leads our Consulting and Strategy Office - within which we also have Government and Public Health Solutions, Jonathan Harris leads Strategic Growth and Blended Operations, and I lead the Global Operating Office. We also have several functional SME groups which specialise in areas such as Biometrics, Pharmacovigilance and Safety, Regulatory and Medical Writing.

In developing the new GSS, we reviewed the management structure of the two legacy organisations; historically, legacy DOCS had a purely account hierarchical organisational structure, whereas legacy-PRA was organised via a matrix management structure.

We believe a matrix management structure gives us a platform for much further growth, and therefore our new organisational structure includes several regional groups which support this. This structure ultimately means there is clear account focus through the key areas, whereas line management is organised locally through the regional structure.

Q. Can you give examples of integration achievements to date?

We are very proud of what we've achieved to date. We now have one set of goals, we are producing one set of metrics, and by the end of Q3 we will be able to produce one financial overview. Effectively we are now aligned as one organisation; using Janssen as an example, we have 3,000+ people (2,000 from legacy-PRA and 1,000 from DOCS) now working together as one team, focused around the same aims and objectives for Janssen.

I'd also like to mention that in August, we saw a record number of new hires within GSS, with over 720 placements during that month, allowing for significant growth even when taking into account natural turnover during that time.

While we have achieved a lot, we still recognise that there is still work to do, such as HR role mapping, and getting everyone aligned with common systems and processes - we look forward to working on those activities with our HR and IT partners moving forward.

Q. Can you tell us anything else that you've learned through the integration process so far?

I think the bottom line here is that you can't achieve all of this through systems - change is achieved through people, and since our people are already used to working in a flexible service environment, we are ready to flex with minimal disruption, and with good endeavour with regards to building relationships and partnerships with new colleagues.

[ICONplc.com/FSP](https://iconplc.com/FSP)



Tony Southers

Global Operating Officer and
Integration Lead for Global
Strategic Solutions

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.