



Integration Newsletter

Welcome to the July edition of the Integration Newsletter.

Dear Colleagues,

July 1, 2021 was a momentous day as we reached the milestone of completing the agreement for ICON to acquire PRA Health Sciences and welcomed all employees to the new ICON. An enormous amount of effort went into closing a landmark transaction of this scale and complexity in such a short period of time, and we would like to sincerely thank everyone who was involved in making it happen. We were extremely proud to see teams living shared values of collaboration and accountability, while staying focused on our guiding integration principles of hitting established goals and maintaining business continuity.

With the success of Day One behind us, our focus now turns to post-close planning. The integration workstreams are creating short-, medium- and longterm plans to ensure continued momentum in our integration efforts and to balance future-state milestone planning with near-term delivery requirements. As we progress through planning and as key decisions are made, we will continue to keep you regularly updated.

We have a lot of exciting work ahead of us and with the spirit shown by all of you in embracing change, we have no doubt that we will succeed in building a strong, united company that will change the way clinical research works for the benefit of patients worldwide. Let's work together to make it happen!



Simon Holmes

Integration Management Office Lead



Harris Koffer





Integration Management Office Lead

A recap of Day One materials

A variety of materials was made available to employees on July, providing the tools and information needed on Day One. Here's a recap of what's available.



Link

 Recording of the celebratory Day One video	https://site-44576254.bcvp0rtal.com/	In this 30-min video, you will hear from a variety of stakeholders, including ICON's Leadership Team, employees and customers about the exciting opportunities created by the new ICON.
 Integration Microsite	https://integrationportal.iconplc.com/web/integration	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.
 Day One Guide	https://integrationportal.iconplc.com/web/integration/day-one	Available on the Integration Microsite, the Day One guide outlines what's changing, what's not and provides function-specific information and FAQs.
 Branding materials	https://integrationportal.iconplc.com/web/integration/templates-materials	One Day One, ICON launched integration materials that maintained the ICON logo and colours, but also incorporated elements of legacy PRA's branding in a way that showcased the two companies coming together. We have published a variety of MS Office templates on the Integration Microsite , the ICON Brand Portal and InsidePRA .

Additional guidance on branding

As communicated on June 15 by Steve Cutler, CEO, whilst the ICON name and logo are retained, elements of the PRA brand identity will be incorporated into ICON marketing and office materials. We are also planning an advertising campaign to launch in September.

ICON branding will evolve over the next 6-12 months as the integration process continues, and brand research is conducted. In the interim, Marketing asks that employees adhere to the following guidance on branding:



New MS Office templates have been issued and are available to all employees. Check any of the three distribution channels for brand materials listed above frequently, to see if new, or updated, templates have been issued.



All functional documents/templates that use legacy PRA name and/or logos should be updated to incorporate the ICON name, logo and colour palette

- **NOTE:** Legal documents should not be changed unless there is an explicit request and approval by ICON Legal Affairs. Legal entity name is different to company brand name.



If you have not done so already, please implement 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](#)



Download the new **PowerPoint template** and ensure that you use this template for any future presentations to internal/external audiences.



Over time, PRA systems will align to the ICON brand, with updates to user interfaces and design, but keep in mind that this will take time, based on systems and processes currently in place.

We ask for your patience and understanding as we work with our executive leaders to develop a powerful and differentiated brand strategy that befits our market-leading healthcare intelligence and clinical research organisation.

Update on planned changes to ICON's global office infrastructure

As communicated on 14 July by Diarmaid Cunningham, we will be making changes to our global office infrastructure in a phased approach over the next 18 months. The first phase of changes will take place between July and December 2021. Details of changes for 2022 will be communicated later this year.




The changes will improve our global office footprint by merging offices in locations where we currently have two offices and right-sizing offices to support the number of employees utilising our facilities. The changes are a positive step in bringing legacy ICON and PRA teams working in the same cities together, so that we can unite teams and foster close working relationships.

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 office changes. They will ensure a cascade of communications takes place well in advance of changes, to ensure employees are informed and prepared.

The [Office locations page on the ICON website](#) now reflects the combined office footprint around the world – 150 offices in 47 countries. A word doc detailing the details of all offices is also available for use by business development and others in RFIs etc.

Should you have questions related to the office changes, please send them to OfficeMoves@iconplc.com.

 Move date	 Office	 What's happening
July		
16 th July	Durham	ICON team moves to legacy PRA office in Raleigh (Move 1 of 2)
August		
6 th Aug	Buenos Aires	Right-size existing legacy PRA office
27 th Aug	Bucharest	ICON team moves to legacy PRA office
30 th Aug	Stockholm	Right-size ICON office by moving to a Regus office
September		
17 th Sep	Bangkok	Legacy PRA team moves to ICON office
17 th Sep	Hong Kong	Legacy PRA team moves to ICON office
17 th Sep	Durham	ICON team moves to legacy PRA office in Raleigh (Move 2 of 2)
24 th Sep	Osaka	ICON team moves to legacy PRA office
24 th Sep	Beijing	Legacy PRA team moves to ICON office
October		
1 st Oct	Marlow	ICON team moves to legacy PRA office
8 th Oct	Lexington	ICON team moves to a new right-sized office
8 th Oct	Tokyo	Legacy PRA team moves to ICON office
15 th Oct	Santiago	Legacy PRA team moves to ICON office
22 nd Oct	Moscow	ICON team moves to legacy PRA office
November		
13 th Nov	Mumbai	Closure of legacy PRA office – teams become home-based
19 th Nov	Budapest	ICON team moves to legacy PRA office
26 th Nov	Johannesburg	Legacy PRA team moves to ICON office
December		
3 rd Dec	Bogota	ICON team moves to legacy PRA office
3 rd Dec	Sydney	Legacy PRA team moves to ICON office
3 rd Dec	Boston	Closure of legacy PRA office – teams become home-based

 Move date	 Office	 What's happening
3 rd Dec	London	Closure of legacy PRA office – teams become home-based or transfer to Reading
10 th Dec	Manila	Legacy PRA team moves to ICON office
10 th Dec	San Francisco	Closure of ICON office – teams become home-based
10 th Dec	Prague	ICON team moves to legacy PRA office
10 th Dec	Kiev	Legacy PRA team moves to ICON office
17 th Dec	North Wales/Yardley	ICON team moves to legacy PRA office in Blue Bell
17 th Dec	Edinburgh	ICON team moves to legacy PRA office
17 th Dec	Chennai	Legacy PRA team moves to ICON office

Share your opinion

In last month’s newsletter, we asked you to choose one word that best described how you felt as we approached Day One.

Overall, opinions were positive, and employees expressed feelings of excitement, curiosity, optimism, enthusiasm, intrigue and hope towards the new ICON. Some employees also expressed feelings of uncertainty and apprehension, which are natural feelings during a period of change. Through considered and thoughtful decision-making, together with regular and transparent updates, our hope is to positively engage employees throughout integration and create a world-class company in which all employees are proud to work.

In this month’s brief survey, we would like to know how supported you felt on Day One and any suggestions you may have for improvement. [Click HERE](#) to access the survey:



Questions?

We have set up a new method on the [Integration Microsite](#) for employees to provide feedback and ask 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.

<https://www.surveymonkey.com/r/ICON-PRAIntegrationQuestions>