

Integration newsletter

November edition



Welcome to the November edition of the Integration Newsletter



Simon Holmes
Integration Management
Office Lead



Harris Koffer
Integration Management
Office Lead

The Integration Management Office (IMO) team met together (in person for most team members) for the first time for a two-day meeting in early November in ICON’s Blue Bell office in suburban Philadelphia. The purpose of this meeting was to review and discuss plans for the next 12 months for each integration work stream, ensure alignment of timelines, dependencies and “One ICON” goals, identify any gaps and prepare these plans for presentation to the ILT. The future state plans outline key people, system, process and timing considerations that will support the company in achieving its integration and corporate goals and position ICON for continued growth and success in 2022 and beyond.

All in all, it was very productive and collegial two-day meeting and it highlighted how much we have all missed regular face to face interactions during Covid. The outputs from the meeting will help set the integration priorities in 2022, which will be covered at future IMO cross functional meetings and we will continue to keep you updated through the integration newsletter and other communications channels.

Last month we featured the combined Diversity, Inclusion and Belonging (DI&B) strategy for new ICON and this month we released our first Environment, Social and Governance (ESG) report as a combined company, which is another great example of our best of both approach. You can learn more in Diarmaid Cunningham’s update in this newsletter and we encourage you to download a copy of the report from our [website](#), to read about the great work that has gone into making ICON a trusted and responsible organisation. We’re also pleased to report that a Corporate Social Responsibility strategy and budget for new ICON was approved by Steve Cutler in November, which will include corporate partnerships linked to healthcare and DI&B, opportunities for employees to volunteer and a corporate matching programme to support employee fundraising initiatives. More details will be communicated in early 2022, when we will formally launch our CSR programme.

Finally, ICON was included in the Forbes World’s Best Employers list for 2021! We have previously been included in the Forbes best employers list in the Americas region and for Diversity & Inclusion, however this is the first year we have been recognised in the global list. We continue to work hard to ensure that we provide a work environment that engages, rewards and develops our employees so that they can build successful careers at ICON.

Thank you for your ongoing engagement as we continue to progress our integration efforts and become a more united team. Please continue to send us your feedback through the channels listed at the end of this newsletter.



Video updates

Update from Steve Cutler re. COVID-19 and an enhanced employee referral programme



Pfizer acknowledgement video

It's not every day that we receive acknowledgements from our customers about the great work ICON is doing in helping them to improve patients' lives, by advancing their clinical development programmes and getting their medicines to patients faster. Pfizer recently recorded a video to thank the entire ICON team for their work on multiple studies across the Pfizer portfolio – it is well worth a watch!



Nuala Murphy's brief overview of the Global Specialty Solutions group

In this 2-minute video, Nuala describes some strategy developments within the Global Specialty Solutions group to shift the clinical paradigm and change the way we drive development and commercialisation.



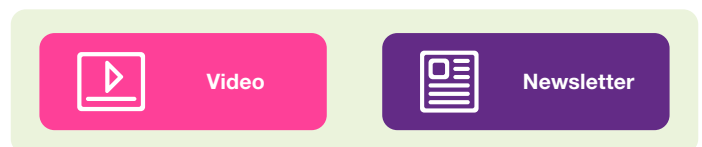
A review of Q3 from Steve Cutler

We reported financial results as a combined company for the first time in Q3. Steve Cutler recorded a brief video with his thoughts on the quarter and a Q3 newsletter was also shared, which included updates related to our mission, commentary from the ILT, details of the Q3 Team of the Quarter nominees and overall winner and summary financial results. You can access the video and newsletter through the following links:

MyICON



InsidePRA





Enhanced employee referral programme – your opportunity to earn bonus payments for helping to attract new talent to ICON

To support future growth, ICON is introducing an enhanced employee referral programme that builds on referral schemes currently in place across the company. As the world's leading healthcare intelligence organisation, we want to attract the best talent in the industry to new ICON and we want to reward you for introducing us to high-quality candidates from your professional network. Bringing new talent to ICON not only supports our company growth, it also creates opportunities for you to step up and advance your own career, as we look to progress and develop our employees.

Programme Criteria

- 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 a sliding scale of referral bonus payments up to US\$2,000 for referrals that result in successful hires. Bonus payments per category are listed in the table below
- 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, depending on local country contractual regulations
- Payments will be made via payroll and will be subject to the usual tax and/or other applicable deductions



Category	Referral Bonus	Roles
1	US\$2,000	<ul style="list-style-type: none"> – All roles at Manager level and above – Project Directors/Project Managers – Clinical Trial Managers – CRA level 2 and 3 positions – Drug Safety Associate level 3 – Statistical Programmers – Medical Writers/Biostatisticians/Health Economists/Epidemiologist/Consultants – Project/Lead Data Managers – Start-Up Lead (SULs)/Site Activation Lead
2	US\$1,000	<ul style="list-style-type: none"> – All remaining positions at the Professional level, including <ul style="list-style-type: none"> – In-house CRA 2 and 3 positions – Data Managers – Clinical Supply Managers – Clinical Data Coordinators (all others)
3	US\$500	<ul style="list-style-type: none"> – All positions at the Assistant level – Administrative level – Associate Clinical Data Coordinator – Document Management/ Data Entry – CRA Bridge Program hiring/IHCRA/CRA level 1/In-house CRA level 1 positions – Medical Research Associate – PRN Roles

All amounts are gross amounts and are subject to applicable tax and/or other deductions

Bonus payments for India, Georgia & Belarus will be paid as follows:

- Category 1 roles US\$750
- Category 2 & 3 roles US\$350

There may be some additional one-off campaigns for critical business needs

Multiple Referral Incentive – additional prizes for our top-4 referrers!

As an added incentive to encourage you to introduce multiple 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, whose referrals lead to successful hires. This incentive supersedes all existing campaigns that are currently place across the organisation and the same prize levels apply to roles in Full Service and Global Strategic Solutions.

There will also be an additional two prizes for the referrer that had the most talent interviewed.

Americas		EMEA & APAC (combined)	
1st	\$10,000	1st	\$10,000
2nd	\$7,500	2nd	\$7,500
3rd	\$5,000	3rd	\$5,000
4th	\$3,000	4th	\$3,000
		* Any payments for India, Georgia & Belarus will be paid at 50%	



- This incentive referral will run until 31 March 2022.
- Offers must be accepted by 31st March 2022.
- Prize winners per region will be announced within the first two weeks of April 2022. Regular updates will be provided between December 2021 and April 2022.
- Prizes will be awarded as holiday vouchers.
- In the event of a tie, the secondary factor of how many submitted referrals will apply.

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



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	Legacy DOCS
Workday - click on the Career Worklet	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	Legacy DOCS
referrals@iconplc.com	DOCSreferrals@iconplc.com
Legacy PRA	
referrals@prahs.com	



Culture Assessment Survey – Summary results

Many thanks to all who took the time to participate in the culture assessment survey, which was distributed to all employees earlier this year. Your feedback has helped us to understand the strengths, similarities and differences between our two legacy organisations – how work is done, how decisions are made and what matters to you – which will enable us to create a best of both culture that resonates with all employees.

I'm pleased to say that we received feedback from all levels and across all business areas and geographic regions of the company, which has given us a good representation of employee opinions. Following are some top line results, which we are distilling to define and articulate key values and behaviours we want to embed in new ICON.



Joe Cronin
Chief Human
Resources Officer

Strong sense of mission, enabled by collaboration and accountability

Both legacy organisations recognise a strong sense of mission, collaboration and a strong culture of getting it done.



Mission-oriented to improve patient lives

Employees from both legacy organisations are aligned on, and take pride in, improving patient lives.



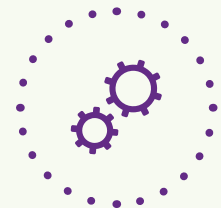
Strong sense of teamwork and collaboration

Respondents from both legacy organisations affirmed a strong culture of teamwork, supportive managers and collaborative team members.



Getting it done culture

Employees from both legacy organisations are aligned with having a "get it done" culture.



Understanding that performance is critical to success

Employees in both legacy organisations understand that performance is critical and that flexibility & operational discipline are critical to successful performance.



Employees are excited about the same possibilities of new ICON

Three key themes emerged from responses to what most excited employees about new ICON.



Growth opportunities

Employees are excited for the opportunities that new ICON brings, both for the combined company and for their individual careers

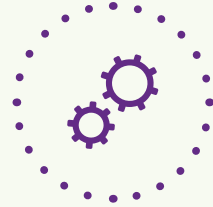
- “The expansion of career opportunities, not just for me, but for everyone.”
- “Greater opportunities for research and personal advancement within the company.”



Change and innovation

Employees are hopeful that new ICON will allow changes to take place and for innovation to take root as the best of both companies is combined

- “The most exciting part is to be part of an organisation that works in innovative ways to improve healthcare and save lives.”



Market presence and offerings

The increase in size and offerings is seen as a positive market move; employees look forward to using, selling, and experiencing the expanded capabilities of new ICON

- “Strengthens ICON’s pipeline and helps us continue to be first in class. Also, I believe it will open up more opportunities for employees to pursue.”

Perceptions of cultural differences

While there were many similarities highlighted by employees about their legacy organisations, there were some perceived differences in the ways of working. Themes that emerged from the survey included:

- Striking the right balance between process rigor & metrics, while not losing sight of intuition and autonomy
- The willingness to challenge each other to get to the right outcome
- Cross divisional collaboration versus team collaboration

We are further exploring the differences identified in the survey so that we can define a best of both culture, set of values and ways of working that will enable everyone to do their best work. We are also working on a culture roll-out plan, which will involve awareness and training activities, which you will hear more about in January 2022.

“Our commitment to patients, the passion of our colleagues for our work, and the global understanding that what we do here really matters and can, in fact, save lives makes me proud. I think we have a healthy respect for that responsibility across functions, and really promote a congenial work environment where we work toward the collective good.”



Employee Experience Update

ICON has achieved another important milestone in our integration journey this month. All employees in Canada, and the US will have aligned benefits plans in each respective country beginning 1st January 2022. L-ICON and L-DOCS employees completed their 2022 open enrollment period on 19th November, while open enrollment for L-PRA employees in the U.S. is currently open and will end on 3rd December.

A primary focus of our integration efforts has been creating a shared employee experience for all employees of new ICON. Aligning benefits in these markets is an exciting and first step towards working towards a common employee experience for the combined organisation. As referenced in the October integration newsletter, we look forward to beginning conversations with our colleagues in other global regions in the coming months as we continue on our journey to unify HR policies and benefits, which will come into effect throughout 2022.

Steve Cutler and Joe Cronin visit the ICON Raleigh office

Raleigh was one of the first locations to combine teams from 2 legacy office locations into a single office. In early November, Steve Cutler and Joe Cronin visited the Raleigh office, where they met employees, hosted a townhall presentation and held a management team meeting. Lunch was also served outdoors, which enabled employees to meet the management team in an informal setting.





Forbes names ICON as one of the world's best employers

ICON has been recognised by Forbes in their annual list of the World's Best Employers. Forbes partnered with market research company, Statista, to identify the top companies, based on various workplace criteria, including career and talent development, gender equality and social responsibility.

Statista surveyed 150,000 full-time and part-time workers from 58 countries working for multinational companies and institutions. All the surveys were anonymous, allowing participants to openly share their opinions and respondents were asked to rate their willingness to recommend their own employers to friends and family. They were also asked to evaluate other employers in their respective industries that stood out either positively or negatively. The 750 companies that received the highest total scores made the final list.

Marketing will be publishing a press release and social media posts to highlight our achievement as a world-leading employer. We encourage all employees to celebrate our achievement by sharing the good news to your colleagues and friends within your professional networks.

CRA Ambassadors video

Four CRAs from Argentina, Ukraine, Italy and Mexico, who have worked for both legacy ICON and legacy PRA, recently shared their thoughts on the common values between both organisations. Click on the short video to hear what they had to say.



IT reminder to legacy PRA employees

- On Monday, 29th November 2021, Mimecast Secure Email Gateway software was implemented on your email account. Mimecast Secure Email Gateway software is a third party tool that is applied to all incoming email to protect against malicious emails, embedded website links (URLs), and phishing attacks.
- On Wednesday, 1st December 2021, all USB ports will be locked on company-issued laptops or desktops. This means that you will not be able to copy data to unauthorised data sticks or devices.

ACTION REQUIRED, if you have a business need to:

1. Use an encrypted USB stick, you can make a request to receive an encrypted USB stick, via SummitAI
2. Extract data from third party USB sticks, you can make a request for an exception to be made for your computer, via SummitAI



Marketing Update

ICON Services Catalogue

The latest edition of the ICON Services Catalogue, which serves as a comprehensive guide to the company's services and solutions, will be issued in the coming days to all employees and will be made available on the Integration Portal and the ICON Brand Portal. This essential reference resource will help you become more familiar with our comprehensive suite of combined services.



ICON's digital presence

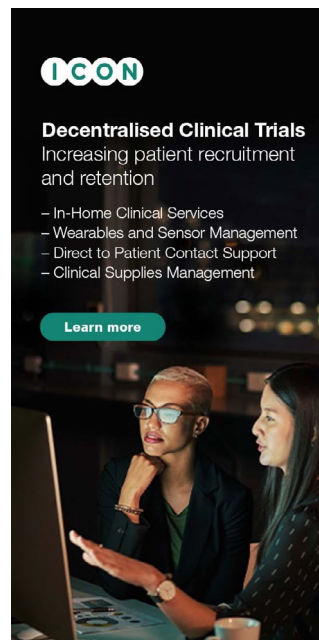
As we advance the combined digital presence of new ICON, you will notice several updates:

- Migration of content from PRAHS.com to ICONplc.com is complete. The domain PRAHS.com will soon be redirected entirely to ICONplc.com
- NOTE: PRA Careers site is still available at <https://careers.prahs.com/>
- PRA's social channels will be deactivated by December 17. Make sure you follow ICON to stay up to date on all of the latest drug development trends, thought leadership from colleagues and market advancements:
 - LinkedIn
 - Facebook
 - Twitter
 - Coming in 2022: Instagram

New advertising campaign

The launch of a new ICON advertising campaign is set for early January 2021. Employees will see ICON's brand presence and messaging – which focuses on our market-leading position as a CRO powered by Healthcare Intelligence – across industry and trade media, digital platforms, and social media channels.

Supporting client conversation points about the company positioning and what “powered by healthcare intelligence” means for you and for our customers will be shared with all employees so that you can get a sense of our transformation and our impact on the industry.



Brand

Internal and external usage of the PRA logo and fonts, including PRA Sans and Avenir Next, will be discontinued by the end of the calendar year. We ask employees to utilise the ICON logo, approved brand templates and standard “fair use” fonts such as Arial and Calibri for all documents.

In addition, in January a new suite of PowerPoint, Word and email templates, will be available and disseminated to all employees.



Best of both – ICON's 2020 Environment, Social and Governance Report

Showcasing another example of our best of both approach, we have published ICON's 2020 Environment, Social and Governance (ESG) report – you can download a copy of the report through the [ESG section](#) of our website and we have also prepared some FAQs, which you can access through the Intranet links below. The report provides a comprehensive overview of ICON's ESG plans and goals for the future and key ESG accomplishments of both legacy ICON and legacy PRA in 2020.

The ESG report showcases the effort that has gone into making ICON an even more valued, trusted and responsible organisation. ICON is committed to making sound business decisions that are good for the company, our employees, the environment and the global communities we serve. We can all be proud of the meaningful ESG advancements that ICON has made and look forward to more to follow.

We have issued a [press release](#) and have distributed a series of social media messages that link to the report. Please feel free to share these messages and the report with your professional networks.

I would like to thank the members of ICON's ESG Committee for the work they have done in preparing the report and furthering ICON's ESG agenda. This has truly been a great example of collaboration across multiple departments (Facilities, Corporate Communications, Finance, Legal, Investor Relations, Enterprise Risk and Resilience, Commercial, Marketing, and Human Resources) which has resulted in a high-quality report.



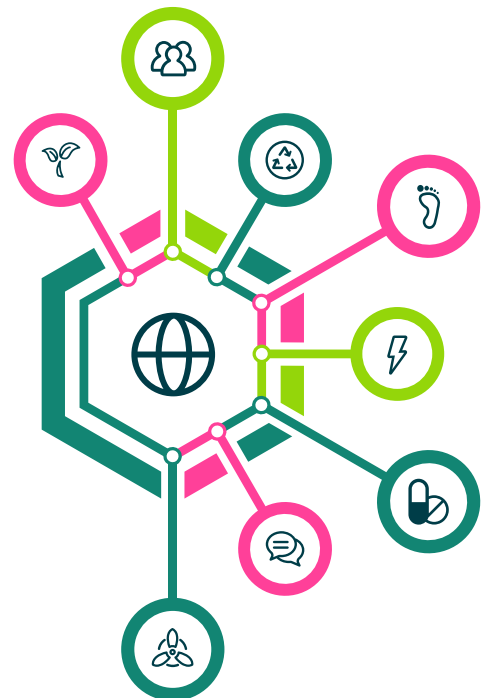
MyICON



InsidePRA



Diarmaid Cunningham
Chief Administrative Officer
& General Counsel



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. You can view the latest FAQs on the homepage of the [Integration Microsite](#) or via [InsidePRA](#)
- Please remember to route customer questions through the Survey Monkey tool, so that we provide the most up to date response to customers.