

Flexible Working FAQs



Does this policy apply to all roles across ICON?

Some roles, due to the nature of their responsibility, will need to be office-based in order for employees to carry out their role effectively. This will include Labs, Accellacare, Clinical Associate and CTA/Graduate positions that are in training. Your Department Leaders will share your department specific guidelines as required.



I recently joined ICON, can I avail of the Flexible Working policy?

We want to make sure that all new joiners have the best possible onboarding experience. Therefore, if you are an office-based worker, you may be required to be present in the office 100% of the time until you have completed sufficient training to ensure a seamless transition to flexible working with no business impact.



Considering client requirements, is there any DOCS specific guidance?

This is a global policy applicable to all Service Lines. Within the over-arching global policy, different business areas across the Company (departments, teams, programs, etc.) will have local requirements. DOCS program management will need to consider client requirements and the nature of the roles to determine the appropriate work location for employees and the level of flexibility for those who are office-based (client site or ICON office).



I am a DOCS employee based at a client site. Should I align to client requirements?

Employees based on a client site will need to align to client requirements, and employees should keep their Operations Manager informed. Where practical (role dependent), we would encourage client management to afford a similar level of flexibility to our employees who are assigned to them. Employees should discuss these situations with their People Leaders.



If my role is defined as office-based, but I currently work as permanently home-based as there is no designated ICON office in my country/location, how will this be affected if there is a PRA office close to me?

There will be a review into these situations on a case by case and role basis.



Will use of the Flexible Working policy have an impact on my performance ratings?

No. Performance ratings are determined by performance against goals and objectives.



Can a People Leader remove availability of the Flexible Working policy if I am underperforming or

If an employee has documented performance issues, the People Leader can discuss the removal of the flexible working arrangement with HR and the employee.

placed on a Performance Improvement Plan?



How do I request a permanent move from an office-based to a home-based role?

Employees should speak to their People Leader about their role. People Leaders will assess requests based on the key principles/criteria. All requests to change an employee's contract and move from office-based to home-based should first be approved by their respective ILT leader, then submitted to HR for review and ensure it is in line with the role matrix.



I am already a full-time home-based worker. Do I now need to attend the office 60% of the time?

If your contract is deemed home-based then you will remain a home-based member of the team and can work from home 100% of the time.



I am a People Leader, and my team are based in other locations. Do I still need to attend the office 60% of the time?

Yes. Your employment contract will outline whether your role is office- or home-based. This has not changed, and if you are a contractual office-based employee, the expectation is that you attend the office at least 60% each week.



I am a People Leader. For new joiners on my team, I would prefer an office presence until the team member is proficient in role before moving to the 60:40 framework. Can I request this?

As a People Leader, you will know the nuances of any circumstances where you need to apply something different for a period of time. New CTAs joining the Company is a good example of where a phased transition to this policy is appropriate.



Will flexible desks be implemented in offices?

Yes. Flexible desking will be implemented as and when required. Many offices have appropriate numbers of desks to accommodate the number of staff assigned as office-based right now, so this will not be necessary at first. However, as we resize our offices appropriately to suit our business needs, we will evaluate working patterns and will apply flexible desking ('hot desking') that reflects how the teams are working and using the space. Those attending the office less frequently will be assigned as flexible with respect to desk allocation. Lockers will be provided to hold personal keyboards, mice, and some personal belongings. As People Leaders, it is important that we maintain office presence across the five (5) working days in a week to ensure this continues to be cost effective from a real estate perspective.



Where can I find more resources about Flexible Working at ICON?

More information is available on the ICON Career Hub – Flexible Working @ICON.

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