

# 2021 ESG report: Caring for patients, people and planet



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# Leadership message

Dear readers,

In 2021, a stronger ICON emerged. With the completion of the acquisition of PRA Health Sciences in July 2021, ICON is now the world's leading clinical research organisation (CRO), powered by healthcare intelligence. By applying our experience, expertise and insights, alongside our industry-leading data and technology capabilities, we are helping our customers accelerate the development of drugs and medical devices that both improve quality of life and save lives.

Our leadership teams across our business have collaborated on a new company mission and vision, and a refreshed set of core values that articulate who we are as a company.

We also continued to take important steps to embed our environmental, social and governance (ESG) priorities into the core of our business. By listening to the voices of our varied stakeholders, we identified seven priorities where we believe ICON can deliver significant positive impact. Six of those seven priorities were social in nature [the "S" in ESG] access to clinical trials, clinical trial ethics and conduct, advancing public health, improving the ICON employee experience, talent management and increasing diversity both internally and in clinical trials. The final significant priority identified was environmental climate change, greenhouse gas emissions and energy use.

We are proud of the progress we are already making on these priorities. For example, one way to increase access to, and diversity in, clinical trials is through decentralised approaches. The COVID-19 pandemic accelerated our focus on decentralised study design. We supported the [first fully decentralised trial to have positive published results](#), demonstrating that randomised, double-blind trials, conducted virtually, without in-person interactions between doctor and patient, can serve as a model for clinical research of the future.

We also continued to navigate a lingering pandemic. As COVID-related restrictions eased in many parts of the world, we ensured our employees could return safely to the office. ICON has remained committed to protecting our colleagues, through vaccinations, flexible accommodations, well-being resources and more.

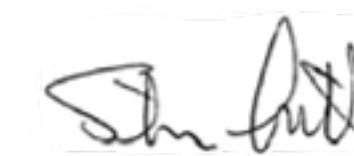
More recently, our thoughts have turned to our colleagues and all those affected by the situation in Ukraine. As events unfolded, ICON quickly took action to create an emergency fund and implement actions to protect our Ukrainian employees' safety and welfare, including those who evacuated the country. We are especially proud of the many ICON employees worldwide who have given generously to help their colleagues in a time of need.

This report focuses on what was achieved in 2021, but we are already looking ahead. Together, we will work to further collaborate

across our teams, deliver as a strategic healthcare service provider and employer of choice and make significant progress on our newly solidified ESG commitments to deliver change and innovation to our stakeholders. We know that improving the lives of patients worldwide requires action beyond the status quo. We must guide our customers through the ever-evolving landscape of clinical drug development.

This is work that, at ICON, we are well-equipped to accomplish. I am proud of what we have achieved to date and excited for what more we can do.

Kind regards,



**Steve Cutler**  
Chief Executive Officer





# About this report

ICON plc's 2021 ESG report provides key information regarding our sustainability strategy and performance from 1 January 2021 to 31 December 2021. This is our first consolidated report following the acquisition of PRA Health Sciences (PRA) in July 2021. It highlights our sustainability focus areas identified through our first materiality assessment.

Unless otherwise noted, this report encompasses ICON's global operations and includes data from PRA's global operations as of the acquisition on 1 July 2021. Legacy ICON and legacy PRA environmental data have been combined from 2018 to date in order to facilitate re-calculation of the 2018 baseline.

We are proud to incorporate new standards reporting this year. This report follows the 2021 Global Reporting Initiative (GRI) standards and aligns with the Task Force on Climate-Related Financial Disclosures (TCFD). The report also serves as our first communication on progress (COP) for the United Nations Global Compact (UNGC).

For additional technical details on reporting methods and standards, please see the [data and reporting section](#). We welcome feedback, questions and suggestions about this report and our sustainability efforts. Please email us at [sustainability@iconplc.com](mailto:sustainability@iconplc.com).





# Who we are

## Inside this section:

The values that guide us

ICON: Powered by healthcare intelligence

Molecule to medicine

Awards and recognition



# The values that guide us

We believe that a company’s mission, vision and values serve as both an ethos to define its character and a compass to guide its decisions.

This past year, we updated our mission, vision and values to reflect the organisation that ICON is now. In doing so, we examined our culture, strengths, history and goals to set our course for moving forward.

## A culture of ownership

ICON utilised a collective approach to define our new mission and vision, incorporating the joint commitment the legacy PRA and ICON organisations bring to advancing clinical development services and solutions.

ICON will work to accomplish its mission through a renewed culture of ownership we call OwnIt@ICON. Four foundational values define this culture and guide our daily work and interactions: integrity, collaboration, agility and inclusion.

**Our mission: Improve the lives of patients by accelerating the development of our customers’ drugs and devices through innovative solutions.**

**Our vision: Be the healthcare intelligence partner of choice by delivering industry-leading solutions and best-in-class performance in clinical development.**

In practice, OwnIt@ICON means that we approach our customers’ challenges as our own and adopt solutions-oriented approaches to addressing them, regardless of any constraints or limitations. Our talented team members are encouraged to apply their individual and collective expertise to the fullest in every situation.







● **Spotlight: OwnIt@ICON**

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**ICON's four values embody the OwnIt@ICON culture:**

**Integrity**

We do the right thing across all facets of our work. We have a strong moral code and hold each other accountable so we do right by customers, stakeholders, patients and partners.

**Collaboration**

We are one team. Collaboration is essential to better brainstorming and increased innovation - it is the foundation upon which successful teams are built. At the heart of collaboration is good communication.

**Agility**

We find a way to complete our mission, no matter how difficult it may be. Whatever changes or challenges come our way, we are willing and able to think creatively, pivot efficiently and adapt gracefully.

**Inclusion**

We foster a sense of belonging and create a working environment where everyone can thrive and feel comfortable sharing ideas. We understand the value of multiple perspectives and encourage input from individuals who think differently or come from different backgrounds.

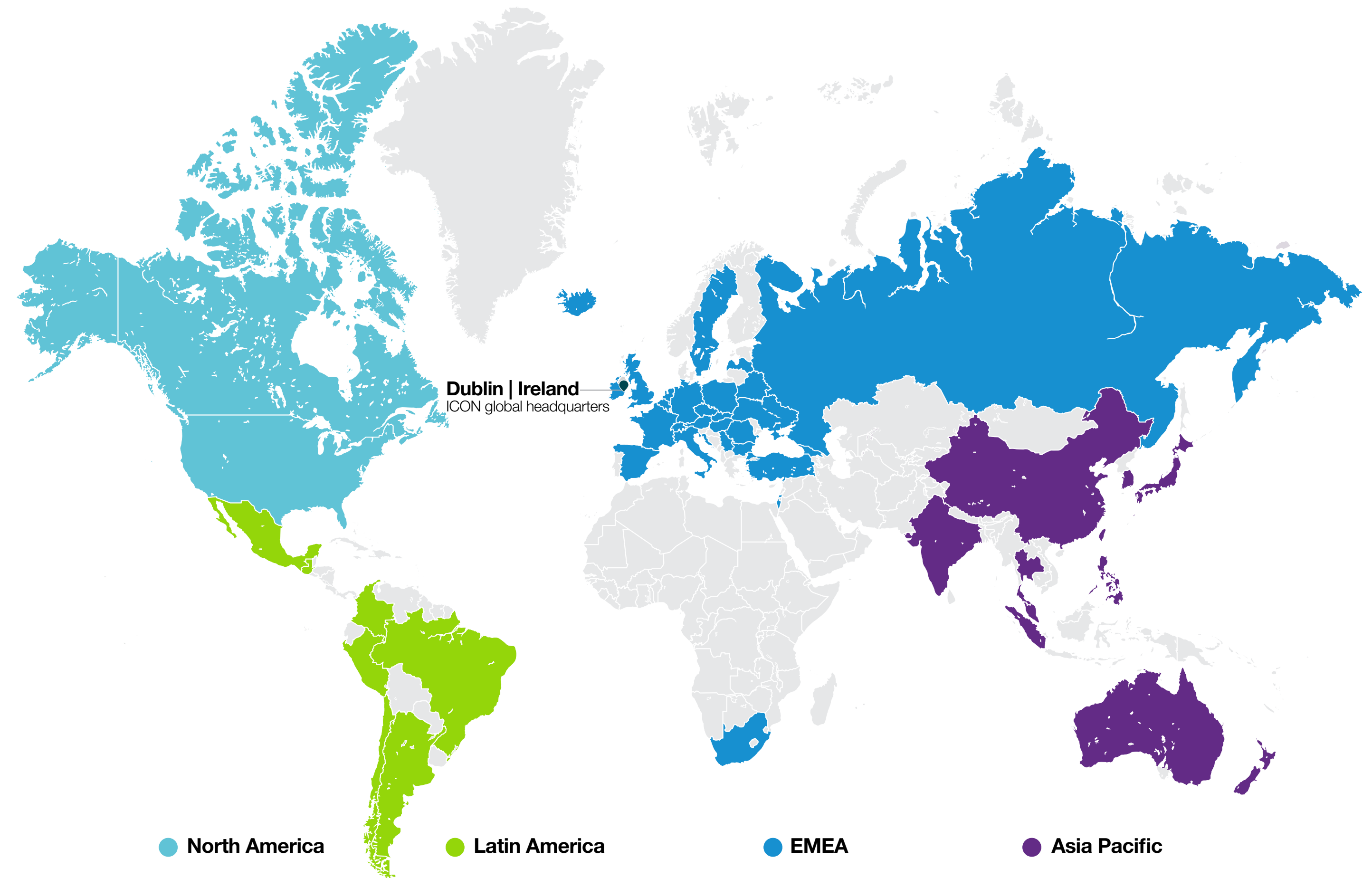


# ICON: Powered by healthcare intelligence

ICON sets the standard for advanced healthcare intelligence and clinical research

Founded in Dublin, Ireland, in 1990, ICON has grown to become a leading worldwide provider of consulting, clinical development and commercialisation services to pharmaceutical, biotechnology, medical device, government and public health organisations.

In 2021, ICON acquired PRA Health Sciences, forming the world's largest and most comprehensive CRO, powered by healthcare intelligence. We now have more than 40,000 employees in more than 100 locations across 50+ countries. ICON has harmonised our collective experience, expertise, data, insights and technology to proactively solve today's challenges without losing sight of their impact on tomorrow.





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## Better outcomes

Our services span the clinical development life cycle, with the flexibility to manage both local and global clinical trials. Our scale, data focus and capabilities empower our customers to accelerate the development of innovative medicines and advanced medical devices that save lives and improve quality of life.

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[Learn more](#) about ICON.



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## Our customers

ICON's customers include the world's largest pharmaceutical and biotech companies. Collaborating with these customers, regulators and private and public sector healthcare experts, ICON maintains a patient-first approach to accelerating and improving clinical development.

We continue to expand our business through organic growth, the innovative development of our capabilities and targeted acquisitions that complement our ability to meet evolving customer needs. In 2021, we invested sizeable resources in our global Accellacare site network, which provides patient centric clinical research that supports enhanced patient recruitment and retention. Through in-home participation initiatives and expanded use of technologies such as wearable medical devices, we work with our customers to make clinical trials more accessible and increase patient diversity.

For more details, read [ICON's 2021 20-F SEC filing](#).

● **Spotlight: ICON results from 2021**

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**520,739**  
patients served



**414**  
clinical studies completed



Supported the approval of  
**26**  
drugs



# Molecule to medicine



ICON applies innovation to drive emerging therapies forward and improve patients' lives.



# Awards and recognition

When dedicated people come together for a common mission, good things happen. At ICON, this means helping customers advance clinical research for therapies that improve and save lives.

Our collective quest for excellence has garnered attention within and beyond our industry. In 2021, ICON was recognised for our leadership in contract research, patient recruitment and as an employer of choice. We received many of these awards in previous years, which we consider a testament to our consistency and commitment to continuous improvement.

**Selected awards received in 2021 include the following:**



Capabilities (Big Pharma)  
Compatibility (Overall, Big Pharma)  
Expertise (Big Pharma)  
Reliability (Big Pharma)  
Quality (Overall, Big Pharma)



See a full listing of ICON's awards on our website



Second consecutive year







● **Spotlight: Industry peers recognise ICON as Company of the Year**

Any recognition for work done well is an honour - but it's especially meaningful when it comes from peers. That was certainly true for ICON, which was named 2021 Company of the Year at the Business & Finance Irish Business Awards.

Independent judges, all industry professionals, selected honourees based on several factors, including market position, operational and financial achievement, company culture and ESG performance.



Learn more about the Business & Finance Irish Business Awards [here](#).



# ESG at ICON

**Inside this section:**

- Our commitment to ESG
- ESG at ICON: Highlights from 2021
- Our ESG priorities
- Engaging our stakeholders
- Our commitment to the SDGs



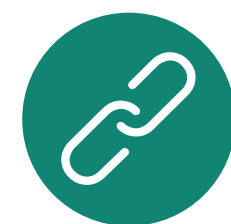


## Our commitment to ESG

At ICON, we are deeply committed to addressing ESG issues. Our company mission and core values inform every aspect of our ESG strategy, from putting patients first to engaging stakeholders and choosing sustainable approaches to growth.

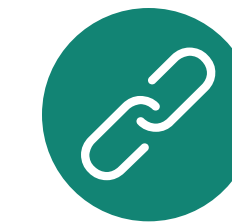
Consistent with our values, we seek to not only operate in compliance with applicable laws but also to positively influence our global workforce, the communities that we operate in, the environment and society. Doing so makes us a stronger, more resilient organisation by every measure.

To align with industry best practices, ICON conducted our first formal ESG materiality assessment in 2022. The assessment allowed us to identify and prioritise areas where our stakeholders believe ICON can have the greatest impact. This exercise will inform how and where we allocate our resources, focus our efforts and create an ESG strategy that reflects key stakeholder perspectives.



Read more about the results of ICON's first materiality analysis.

For maximum accountability, we have embedded ownership of our ESG strategies across the entire organisation, from our boardroom to the front lines of our clinical sites. Our dedicated leadership team remains highly engaged in providing oversight for ESG strategy and initiatives, while the ESG Program Office provides operational oversight for ESG activity across the company.



Read more about how we govern ESG at ICON.



# ESG at ICON: Highlights from 2021

## Driving patient centric innovation using technology and partnerships:

- The first CRO to have supported a DCT that has had positive published results
- Launched a technology partnership to help healthcare providers identify clinical research as care options for their patients

## Powering the potential of together by focusing on our people:

- 80% of the way to our goal of gender parity at the VP level and above by 2025
- Filled 29% of open roles internally and welcomed back more than 1,000 ICON alumni to new roles at the company

## Supporting the communities where we live and work

- Participated in the UNICEF Corporate Vaccine Alliance, donating one COVID-19 vaccination for each ICON employee, for a total of 38,000 doses

## Addressing our planet's health in addition to our patients':

- 40% of the way to our goal to reduce electricity consumption by 20% by 2030
- 16.4% decrease in Scope 1 & 2 emissions since 2018
- Downsized or closed 37 locations to align with new working styles and business needs





## Our ESG priorities

We seek to have a positive impact on our global workforce, in the communities where we operate, on the environment and across society.

As a clinical research organisation (CRO), we understand our work affects many stakeholders in the healthcare industry. We prioritise innovation initiatives in those areas where we will have the greatest impact. The same is true for our ESG priorities. We are committed to focusing our efforts on the areas where we believe we can drive the greatest positive change on the issues that matter most to our stakeholders. To identify these issues, we undertook a materiality assessment for our 2021 report. We engaged a specialty consulting firm, FrameworkESG, to lead us through the process. The analysis was conducted in alignment with international reputable standards, such as GRI, and included input from other frameworks and standards such as TCFD and SASB.



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### Identifying our ESG priorities

To determine ICON's ESG priorities, during the first half of 2022, we undertook our first materiality assessment. This process began with identifying a customised list of 20 ESG topics that are important to ICON.

We then performed research, conducted surveys and carried out interviews with internal and external stakeholders, including ICON's Board of Directors, investors, customers, employees and leadership, who ranked the identified topics by importance. Their responses resulted in a list of seven ESG priorities presented to ICON's Board of Directors where stakeholders believe that ICON can deliver the greatest impact. While these seven priorities were highlighted in the assessment, each of the 20 ESG topics identified in the assessment is important to ICON and covered in this report.



## ESG priorities

- **Access to clinical trials** includes decentralised trials and remote patient monitoring to diversify participants and reach underserved and vulnerable populations.
- **Diversity, inclusion and belonging** includes pay equity, bias elimination training and increasing diversity among our patients, workforce, leadership team and Board as well as in our supply chain.
- **Advancing public health** includes promoting robust healthcare systems and applying our research and expertise to global public health issues.
- **Clinical trial ethics and conduct** includes responsible advertising and participant recruitment, improved trial design and quality and enhanced investigator recruitment and engagement.
- **Climate change, greenhouse gases (GHGs) and energy** includes GHG commitments and disclosures, GHG emissions reduction efforts, specific climate change governance, risk assessment and strategy, overall energy use, sourcing and consumption and investments in energy efficiency and renewable energy.
- **Talent management** includes improving recruitment and retention through succession and progression planning, new professional development opportunities and continuous learning options and mentoring and leadership programs.
- **Employee experience** includes regularly engaging our colleagues to create a vibrant work environment and company culture and to offer best-in-class compensation, benefits and health/wellness programs.

These material issues provide the basis for how we align with the Global Reporting Initiative (GRI) in this report and will inform our ESG strategy going forward.

The use of the terms “materiality”, “material” and similar terms, as used in this report, and our ESG materiality assessment process are different than the definitions of those terms as used in the context of the securities laws or any other laws in the US or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting.





# Engaging our stakeholders

ICON’s core stakeholders include organisations and individuals who:

- Are involved in our work
- Can be directly affected by our work
- May directly affect our work with their actions

Throughout the year, we engage with them in numerous ways on a variety of topics. Their input helps us to shape, advance and implement our ESG strategy.



Stakeholders	Engagement
<b>Employees</b>	Formal global surveys Targeted focus groups Internal digital channels Social media
<b>Customers</b>	Periodic surveys Customer ESG surveys and enquiries Ongoing partnership and dialogue
<b>Patients</b>	Patient advocacy groups Group events Focus groups Mobile health platform Free testing Patient education/engagement tools developed with customers, partners and investigators
<b>Investigators/physicians</b>	Office visits Educational materials on specific trials Referral guidance Education around issues of diversity and inclusion, including implicit bias and cultural competencies
<b>Academic partners</b>	Education for clinical researchers Serving on boards of professional organisations (e.g. the Association of Clinical Research Organisations (ACRO)) Supporting the education of future clinical researchers
<b>Communities and civil society</b>	Neighbourhood events Partnerships with community, cultural, faith-based and advocacy organisations Social impact and community development initiatives
<b>Stakeholders and investors</b>	Quarterly earnings calls Investor presentations Roadshow participation Direct interaction SEC and NASDAQ filings







# Our commitment to the SDGs

ICON’s mission is to improve and save lives through best-in-class services and innovative programs. We are committed to contributing to the [2030 United Nations Sustainable Development Goals \(SDGs\)](#) and are proud that our work helps to advance those goals.

Our cutting-edge research, work with customers and patients and on-the-ground efforts to meet diverse needs across our employees and the communities we serve collectively touch many of the 17 SDGs. Our ESG program focuses on a subset of the SDGs where we believe ICON has the greatest opportunity to affect change, including the SDGs that touch the seven focus areas identified in the materiality analysis. As we move forward, we will continue to build on and communicate our progress against these goals.

Goal & Targets	Our objectives and progress
 <p><b>Targets: 3.3, 3.4, 3.b, 3.d</b></p>	<p>Use our expertise and resources to promote health and advance healthcare, including expanding access to and diversity in clinical trials. Goals include:</p> <ul style="list-style-type: none"> <li>– Innovate and collaborate with customers and others to develop capabilities and solutions that support decentralised trials and ease patient burden in trial participation, with the broader objective of expanding access to high-quality healthcare and improving the effectiveness of treatments across demographic groups;</li> <li>– Expand our focus on diversity in clinical trials by including an active diversity/minority recruitment strategy and execution plan as a core development focus of clinical trial programs in customer proposals;</li> <li>– Participate in industry wide organisations and conferences to collaborate on the issue of underrepresentation in clinical trials.</li> </ul> <p>To learn more about our progress, see <a href="#">Our commitment to advancing public health</a> and <a href="#">Why patient diversity matters</a></p>
 <p><b>Targets: 5.1, 5.5, 5.c</b></p>	<p>Promote gender equality within our organisation and within healthcare more broadly. Goals include:</p> <ul style="list-style-type: none"> <li>– In our operations, foster diversity, inclusion and belonging within our organisation so that we may benefit from diverse and varied backgrounds and perspectives by:                             <ul style="list-style-type: none"> <li>– Monitoring and achieving pay equity for our employees worldwide;</li> <li>– Increasing representation of employees across the gender spectrum in ICON’s senior leadership positions; <b>NEW FOR 2021: We set a goal to have gender parity at the VP level and above by 2025.</b></li> </ul> </li> </ul> <p>To learn more about our progress, see <a href="#">Fostering diversity, inclusion and belonging</a>.</p> <ul style="list-style-type: none"> <li>– Within healthcare more broadly, collaborate with customers and other organisations to promote participant diversity in clinical trials.</li> </ul> <p>To learn more about our progress, see <a href="#">Why patient diversity matters</a>.</p>

Goal & Targets	Our objectives and progress
 <p><b>Targets: 9.5, 9.b</b></p>	<p>Drive industry adoption of digital and connected devices and remote patient monitoring to improve patient access to healthcare options, increase participation in clinical research, improve the quality of scientific research, accelerate time to market and streamline commercialisation of life-saving drugs and treatments.</p> <p>In 2021, we were the first CRO to have supported a DCT that has had positive published results – in <a href="#">Nature Medicine</a>. This success will help drive greater use of DCTs in clinical trials.</p> <p>To learn more about our progress, see <a href="#">DCTs in Action</a>.</p>
 <p><b>Target: 10.2, 10.3</b></p>	<p>Increase diversity and inclusion within our own operations while addressing opportunities to expand access to quality healthcare globally to people of all backgrounds. Goals include:</p> <ul style="list-style-type: none"> <li>– In our own operations:                             <ul style="list-style-type: none"> <li>– Increase diverse representation in ICON’s senior leadership positions;</li> <li>– Monitor and maintain pay equity for our employees worldwide;</li> <li>– Require all people leaders to participate in bias elimination training;</li> <li>– Increase the diversity of our talent base and pipeline, including by expanding partnerships with universities or other organisations to build a pipeline of diverse candidates.</li> </ul> </li> </ul> <p>To learn more about our progress, see <a href="#">Fostering diversity, inclusion and belonging</a>.</p> <ul style="list-style-type: none"> <li>– Within healthcare more broadly, collaborate with organisations from across sectors and improve customer awareness of equity in public health and well-being issues at the population level to accelerate access to quality healthcare.</li> </ul> <p>To learn more about our progress, see <a href="#">Our commitment to advancing public health</a> and <a href="#">Why patient diversity matters</a>.</p>
 <p><b>Targets: 12.2, 12.4, 12.5, 12.6, 12.8</b></p>	<p>Manage our operations sustainably, considering our use of resources and environmental impacts across the value chain. Goals include:</p> <ul style="list-style-type: none"> <li>– Consider sustainably-sourced materials in our facilities and operations where possible.</li> <li>– Reduce waste and increase recycling in our office facilities.</li> <li>– Continue to expand the use of decentralised approaches to clinical trials to reduce patient travel and costs while improving both quality of care and sustainability.</li> </ul> <p>To learn more about our progress, see <a href="#">Minimising our environmental footprint</a> and <a href="#">Driving patient centric innovation</a>.</p>
 <p><b>Target: 13.1</b></p>	<p>Minimise the global environmental footprint of our offices and operations, including our carbon footprint. Goals include:</p> <ul style="list-style-type: none"> <li>– 100% renewable electricity by 2025</li> <li>– 20% reduction in electricity (kWh) use by 2030</li> <li>– Net-zero carbon emissions on Scope 1 &amp; 2 by 2030</li> </ul> <p>To learn more about our progress, see <a href="#">Minimising our environmental footprint</a>.</p>



# Social: The power of people

**Inside this section:**

Our commitment to advancing public health

Our commitment to our employees

Our commitment to strengthening our communities



# Our commitment to advancing public health

We recognise that access to adequate healthcare is a fundamental human right.

Advancing public health through the development of medicines and devices is at the core of ICON's mission. We have built enduring relationships with customers and engaged an ever-growing number of clinical trial investigators worldwide. Our collective work has made a measurable difference in the world – a difference that inspires ICON employees every day.

## 2021 by the numbers:

- **ICON supported more than 1,800 clinical studies involving over 520,000 patients**
- **ICON completed over 400 clinical studies involving over 130,000 patients**
- **ICON's support led to 26 drug approvals**

ICON's commitment to public health spans continents. We work with multinational public health organisations, including those in traditionally underserved regions, such as Sub-Saharan Africa, and offer service delivery in 27 countries throughout Africa and the Middle East. [Our areas of therapeutic expertise include:](#)

- Vaccines
- Cell and gene therapies
- Oncology
- CNS (neurology, pain research, psychiatry, traumatic brain injury)
- Vaccine development and testing
- Cardiovascular
- Endocrine and metabolic disorders
- Gastrointestinal
- NASH and hepatology
- Ophthalmology
- Rare and orphan diseases
- Respiratory
- Biosimilars
- Autoimmune diseases
- Women's health
- Paediatrics

We are also working to increase awareness and action within the healthcare and biopharma industries to address [antimicrobial resistance](#), which the World Health Organization (WHO) has tagged as one of the top 10 public health threats.

## The pandemic and patient centric care

**The COVID-19 pandemic highlighted the importance of private and public sector collaboration to rapidly develop vaccines, treatments and preventative healthcare for infectious diseases.**

By reducing the time and cost of clinical development, ICON enables a world that can more efficiently prepare for, and respond to, global public health emergencies.

The pandemic also highlighted the importance of providing patients with more accessible in-home clinical trial options. ICON's Accellacare In-Home Services allowed our customers to reach a diverse array of patients – including those with mobility and disability issues – to benefit from clinical trials.

In our continuing efforts to make clinical trials more patient centric, decentralised and diverse, we launched several initiatives using electronic medical record (EMR) interrogation tools to access and recruit patients from diverse populations and bring clinical research into their communities.



### ● Spotlight: Sharing key COVID-19 insights to increase patient options

Clinical research as a care option (CRAACO) has emerged as a promising method for increasing patient participation in clinical trials and accelerating the development of new treatments.

In 2021, ICON extrapolated from its wealth of US medical and prescription claims data to share key COVID-19 generalised insights in areas such as demographics, care patterns, comorbidities, risk factors, hospitalisations and more. The goal: to expedite patient recruitment and help connect more patients to CRAACO.

ICON teams used this generalised data in conversations with customers to validate protocols against real-world care patterns, such as length of hospital stays, time to hospitalisation and risk factors in patients with differing outcomes. These insights helped identify qualifying physicians or sites as potential investigators.



Learn [more](#) about how ICON shares insights to advance public health.



### ● Spotlight: The Accellacare team contributes to novel COVID-19 vaccine

At the end of 2020, a large biotech company that had been conducting a Phase 2/3 randomised, placebo-controlled COVID-19 vaccine study in the U.S. encountered several obstacles. Chief among them were labour and supply shortages and unprecedented safety challenges.

The company contracted ICON's Accellacare In-Home Services to help drive recruitment for the study, manage resources and mitigate risks. Throughout 2021, Accellacare recruited extra staff who worked at seven unique sites practically around the clock to ensure the trial ran smoothly.

The team balanced safety concerns against the desire to treat as many patients as possible, quickly scaling up and adapting to meet rising case numbers. Over the course of the study, we significantly exceeded enrolment goals, with three Accellacare sites earning recognition as top enrolling sites. Most importantly, the overall study resulted in the vaccination of millions globally with a first-of-its-kind vaccine that was granted Emergency Use Authorisation (EUA) and eventually FDA approval.



Watch [this video](#) to learn more about ICON's work on COVID-19 treatments.



## Driving patient centric innovation

**As a leader in healthcare intelligence and clinical research, we are focused on using technology and partnerships to drive innovation and increase access to clinical trials, advancing the development of drugs and medical devices that both improve patients' quality of life and save patient lives.**

### Key highlights from 2021:

- We are the first clinical research organisation to have supported a DCT that has had positive published results.
- Launched partnerships with key technology and analytics partners such as Veradigm, among others

### Patient focus

Though the journey from molecule to medicine involves many stakeholders, our ability to innovate on drug development ultimately depends on patient participation. At ICON, everything we do revolves around the patient, how we can improve their experience and how we can enhance their lives.

### Innovating with decentralised clinical trials

We have long championed patient-focused decentralised clinical trials (DCTs). Using local healthcare providers, in-home services and digital health technologies instead of site visits, DCTs can:

- Increase patient recruitment and participation
- Improve patient engagement during trial development
- Provide more information directly to the patient
- Use patient-reported outcomes as study endpoints to better inform care

In short, we believe DCTs are integral to the future of clinical research and development. ICON is one of the few companies in the industry that has all the necessary service components as well as clinical, scientific and regulatory operational expertise to successfully deliver integrated DCTs.

Our launch of the ICON Digital Platform for capturing and curating clinical trial data, the FIRECREST portal for site and patient protocol training, and the Accellacare network for in-home services support our position as a leader in both both fully decentralised and hybrid clinical trials, which involve elements of site-based as well as in-home or remote patient monitoring.

We also understand that research occurs in a complex ecosystem – where one change impacts other stakeholders and any value created must be shared to realise its full potential. That is why ICON seeks partnerships with customers and other stakeholders who share our mission of improving patient experiences and outcomes.

From patients to physicians to pharmaceutical leaders, we continue to take a thoughtful approach on how we work together to drive meaningful change and innovation that benefits the lives of patients around the world.

### SDGs supported





## ● Case Study: DCTs in action: Removing barriers through a patient centric study

### The challenge:

Clinical trial costs for drug developers have risen considerably in recent years. Nearly half of these costs are linked to the burden of data collection when conducted in person at clinical research sites. Meanwhile, recruiting a diverse pool of patients has also become more challenging, particularly for traditionally underserved populations who cannot easily visit distant study sites and may lack computers with reliable internet access.

In 2020, a pharmaceutical manufacturer researching a heart failure therapy engaged ICON to design a study capable of reducing costs while also increasing participation among diverse patient groups. The ability to run a traditional site-based study was further complicated by the COVID-19 pandemic, which led to a national shutdown in the US just two weeks after the study commenced.

### The solution:

ICON designed a completely decentralised, virtual study with no in-person visits. The study engaged patients directly through a study website, a mobile app for enrolment and data submission, electronic informed consent, direct home delivery of study medication and a wearable device to monitor activity and vitals.

### The results:

The study demonstrated that the study drug, Canagliflozin, rapidly improved the symptoms in patients with heart failure.

Beyond the clinical results, the study demonstrated the value of and need for strategies such as DCTs when circumstances restrict in-person, site-based trial implementation.

Significant learnings included:

- Using a smartphone app enabled ICON to **recruit patients five times faster** than the average enrolment rate in heart failure trials.
- Investigators reported greater generalisability through a **higher number of women and minorities enrolled**, enabled by using a mobile app rather than relying on participants having access to a computer with internet access at home.



Read more about the study in [Nature Medicine](#).

## Lessons from the pandemic

The COVID-19 pandemic impacted every part of our organisation and taught us many invaluable lessons. We discovered that we can do things differently. For example, COVID-19 changed how we work with children. We conducted more juvenile clinical trials by using our proprietary home health model and through smartphones, capitalising on their technological acumen.

The DCT elements that ICON has prioritised for years have gained widespread attention within and beyond our industry. Home health, remote monitoring and similar transformative approaches are the new way forward. They bring clinical research to patients of all races, ethnicities, genders and socioeconomic statuses, an imperative for improving health outcomes for all patients around the world.





### Special care for our youngest patients

Paediatric clinical trials come with special challenges and concerns; our unique approach to these trials exemplifies our patient centric focus. Our work as a CRO across multiple customers and using multiple academic partners enables us to address a wide range of clinical issues and indicators unique to paediatric patients.

We recognise the burden that participating in a paediatric trial places on the entire family. Parents or legal guardians of children participating in clinical trials are often involved in caring for other children or family members and working at full-time jobs. ICON works with families to minimise barriers by utilising home care options and streamlining appointments to fit their schedules and other commitments.

Just as important, we excel at engaging children and families and helping them feel as comfortable as possible with the entire trial process. We work with a company that uses Marvel Comics illustrators to develop age-appropriate content regarding their care in up to 80 languages. These materials help patients and their families understand what trials involve so they can be prepared for what will happen during the trial.

### ● Spotlight: Driving progress from prevention to treatment

ICON played a pivotal role in the development of the first COVID-19 vaccine. In 2021, we expanded our work to focus on treatments.

Specifically, our Accellecare In-Home Services team supported more than 200 nurses in two home-based treatment studies for a major pharmaceutical manufacturer. They faced several distinct challenges, including:

- Risk of virus exposure
- Patient volume increases due to spread/site exposure concerns
- Home visits required within 48 hours of randomisation (versus the typical 5–7 days)
- Study supply shortages

Our team doubled the customer's enrolment goal and completed 9,800 home visits. To ensure our team's safety, ICON provided head-to-toe personal protective equipment, dedicated nursing staff to meet volume and timing demands, and adopted a coordinated approach to supply provisioning.

### ● Spotlight: Partners improve the paediatric clinical trial experience

Clinical trials can be intimidating for children. Hospital wards can seem sterile and unfriendly, not to mention the pain and discomfort experienced due to their underlying conditions and illnesses. To help children feel more comfortable and educate them on their illness, ICON teams with partners such as Jumo Health and Sproutel to develop engaging books, toys and comfort animals tailored to different age ranges. These educational and soothing items allow children to better understand what's happening to them, engage more fully in the clinical trial process and express their feelings and needs in healthy ways.



Purrble is a comfort toy developed by Sproutel that helps kids find calm and self-soothe in moments of overwhelm and fear.



## Why patient diversity matters

Developing drugs with maximum effectiveness for the broadest group of people requires comprehensive patient representation in clinical trials. Without data across the spectrum of race, ethnicity, sex, gender, age and genetics, to name just a few traits, it is impossible to fully understand how novel therapies will affect specific populations, or if any demographic may incur additional risks.

However, underrepresentation still persists, particularly among Black, Latinx, Asian, Native American and other underserved populations. To address this, ICON's patient centric philosophy includes a multipronged approach designed to increase diversity among participants and everyone involved with our clinical trials:

### Building trust

- Diversifying our own clinical site staff to enhance communication and build trust with diverse patient groups
- Working with investigators in diverse communities and with medical organisations committed to investigator diversity
- Partnering with charities, community centres, houses of worship and other community-based institutions to increase credibility and visibility
- Hosting virtual and in-person events at/near our sites with free health services and information

- Providing training on implicit bias and other cultural competencies that may affect relationships among stakeholders
- Engaging healthcare providers, formal and lay social workers and other key influencers in specific communities as important research partners

### Simplifying participation

- Using mobile health technology, DCTs and in-home care to remove trial access barriers
- Reducing the logistical and financial burdens of transportation when site visits are needed, including helping parents or guardians get compensated for earnings lost from caring for a child participating in a clinical trial

### Spreading the word

- Building trial awareness via focused advertising platforms
- Incorporating patient feedback into patient-facing materials
- Evaluating the needs of diverse community groups through our [Stronger Together](#) social media series and podcasts
- Creating recruitment materials that include images and messaging reflective of underrepresented populations
- Keeping patients informed about clinical research and progress in lay language

### Refining our approach

- Leveraging real-world data to evaluate diverse patient population samples at or near sites
- Employing medical informatics data to support targeted sites and investigator and patient recruitment
- Facilitating paid focus groups, led by diverse persons, to enhance our understanding of barriers to clinical trial participation
- Establishing patient advisory committees focused on engaging underrepresented populations/health disparities advocates
- Gathering patient feedback on any procedures and criteria that may hinder enrolment for any given subgroup

Our goal is to maximise the impact of our efforts through collaboration with our customers and doctors. ICON works with physicians, patient organisations and academic medical centres to improve patients' initial exposure to clinical research through apprenticeships, mentorships and invitations to participate. We also partner to support the advancement of health and wellbeing in the communities we serve.



Read more on why diversity matters in clinical trials in [our white paper](#).



## Using in-home services, technology and partnerships to reach more patients

Increasing access to clinical trials is one of our key ESG focus areas and core to our mission as a company. Our goal is to maximise the impact of our efforts through partnerships and the use of innovative technology and services. By partnering with physicians, patient organisations and academic medical centres, we improve the patient experience with clinical research and engage a wider base of patients to drive better outcomes from clinical research.

### ● **Spotlight: Accellacare brings more convenience and more patients**

ICON's global clinical research network, Accellacare, offers a faster and more flexible path for drug developers to reach a wider pool of candidates.

ICON launched Accellacare in 2020 to help customers expand their access to patients. Specialising in patient recruitment and retention, Accellacare sites deliver significantly more patients than non-Accellacare sites.

Customers gain unique value from Accellacare's in-home services for clinical trials, which is ideally suited for patients with rare diseases and those who face barriers in getting to research sites. Since its inception, Accellacare has brought over 400 clinical trials to patients' homes, with nearly 1,000 home visits per month. This approach significantly enhances the patient's trial experience by engaging them when and where it is most convenient.

## Digitisation: mobile health technologies

Effective monitoring of clinical trial participants is critical for patient protection and study integrity. The use of wearable medical devices to capture and transmit patient data remotely can increase clinical trial efficiency and patient engagement. In addition to real-time monitoring, these practices add flexibility to adaptive trials and improve data quality. Most importantly, mobile health technologies are an integral component of remote patient monitoring and DCTs. The proper use of medical wearables and other mobile health technologies can expand patient access to clinical trials and increase trial diversity.



Read more about how wearables are simplifying and powering information and data collection in clinical trials in [our white paper](#).

## Collaborating: partnering across the healthcare ecosystem

Accessing the right patient populations is critical to developing effective drugs and treatments. As ICON continues to work with customers to develop medicines for underserved and rare disease populations, partnerships are an important tool for engaging potential clinical trial participants. ICON remains committed to collaborating with stakeholders across the healthcare ecosystem to educate and engage patients in the process of clinical research and development. Through partnerships with those who share our values and goals, ICON is able to drive more efficient and innovative solutions that improve patient lives.



### ● Spotlight: Facilitating access to clinical trials

ICON has partnered with retail pharmacies who are entering the clinical trial space. Through these partnerships, we are able to apply sophisticated algorithms, artificial intelligence and machine learning to retail pharmacy and insurance claim data to identify individuals with diseases where treatments are currently in research and development.

Using this insight, ICON and retail partners can make information available to patients who may benefit from clinical research opportunities, thereby removing the burden for patients and their physicians to find and identify potential treatments through clinical trials. By proactively engaging with patients on potential opportunities, we expand access to clinical trials, promote participant diversity and strengthen the quality and rigour of the treatments produced from our clinical research.



### ● Spotlight: Enabling effective care options

ICON has partnered with Veradigm, a health information technology, analytics and intervention solutions company, to create the industry's leading electronic health record (EHR)-based clinical research network. The partnership will allow more and more diverse patients to participate in the clinical research process.

Our partnership with Veradigm promotes clinical research as a care option (CRAACO) - an approach to clinical research that routinely evaluates trials as a potential care option for a patient's disease. This model can reach more diverse populations, boost recruitment rates and minimise the time needed to bring new therapies to market.

Our Veradigm partnership enables CRAACO by focusing on four key components that reduce a provider's burdens in identifying potential clinical research options:

1. **Technology integration** connects robust EHR platforms to save time and reduce errors in trial data collection and sharing.
2. **Data and analytics** determine which sites across the entire network have potentially eligible patients based on study criteria.
3. **Contract and process standardisation** expedite site activation and enable a just-in-time model that brings studies to eligible patients.
4. **Site training and support** reduce the burden of participation and support regulatory compliance.



# Our commitment to our employees

Our people are core to our ability to deliver our services and drive better patient outcomes. Through diversity, inclusion and belonging, industry-leading talent management practices, a sincere attention to our employees' needs, well-being and health and safety, we continue to power the potential of together.

## Key highlights from 2021:

- 80% of the way to our goal of gender parity at the VP level and above by 2025
- Named one of Forbes 2021 Best Employers for Diversity for the 2nd year in a row
- Filled 29% of open roles internally and welcomed back more than 1,000 ICON alumni to new roles at the company

## SDGs supported





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## Fostering diversity, inclusion and belonging

**We believe in a workplace culture that embraces diverse perspectives and empowers our team members to grow, whether at work, at home or in their communities. The diversity of our teams is critical to our success.**

As a global operation, we deliberately structure teams to be diverse to support the delivery of our customers' clinical development programs across multiple geographies and communities.

We acknowledge and celebrate our differences in gender, ethnicity, culture and abilities. As a values-driven organisation, respect for diverse points of view is foundational to how we interact with each other as well as with customers, patients and suppliers.





## Our ambitions

ICON's approach to diversity, inclusion and belonging (DIB) was a key focus area in 2021. As part of this work, we have embedded inclusion as one of our core values and our DIB strategy is now organised into four key ambitions:



We are aiming for gender parity at the VP level and above globally by 2025.

## A culture of diversity, inclusion and belonging (DIB)

**ICON's DIB practices and programs are viewed through the lens of our four DIB ambitions. For example, increasing representation in clinical trials to reflect the demographics of patients with certain disorders is one way that ICON approaches diversity in patients. ICON's Diversity, Inclusion & Belonging Steering Committee brings together individuals from across ICON to develop and execute work streams under each of the four ambitions, with a central team overseeing the overarching efforts. Each ambition has sponsors from our executive leadership team to support and drive the agenda and provide leadership.**

To support the leadership provided by the Diversity, Inclusion & Belonging Steering Committee, ICON recruited over 40 DIB advocates from across our global business to better understand local needs, build local presence and awareness and to give a voice to every corner of the company across the globe. These individuals play a key role in supporting the Diversity, Inclusion & Belonging Steering Committee and in aligning activities across the organisation.

In 2021, we focused on setting targets and goals related to diversity. While our workforce is nearly 70% female, gender representation decreases at the higher levels of leadership. We are aiming for gender parity at senior leadership levels by 2025. As at 31 December 2021, women represent 40% of the positions at the VP level and above. We are also focusing our efforts across departments to ensure gender representation exists across all key business functions and is not concentrated in a small set of geographies or supporting departments.

Our ambitions do not end here. We realise that our workforce must reflect and represent the diversity of the patients we serve. To achieve this, we are focusing on ensuring equitable representation on dimensions of diversity beyond gender. To aid these efforts, we will be asking employees to voluntarily provide diversity-related data along a number of dimensions of diversity, such as race, ethnicity, disability and veteran status to assist us in identifying areas of opportunity.



ICON's community groups are another way in which ICON promotes diversity, inclusion and belonging by bringing together employees with common identities and related interests.



**NOW@ICON:**

The Networking Organisation for Women at ICON is committed to inspiring and connecting current and potential leaders through an inclusive environment with targeted initiatives and supportive mentorship.



**PRIDE:**

Supporting LGBTQ+ colleagues and allies, ensuring that no matter where our employees are in the world, our offices are a safe space where they are welcomed, respected, and valued.



**DAWN:**

The Disability Awareness Network is a community group focused on developing and fostering a mind-set towards creating an inclusive workplace and working environment where everyone is treated equally with respect and dignity, irrespective of any visible or hidden disabilities.



**SPACE:**

Supporting Parents and Carers Everywhere promotes a workplace where people stepping out of careers due to personal commitments for a period is wholly accepted and not career-limiting, and where stepping back into their career is an organic and positive process.



**EmbRACE:**

Supporting all race and ethnic backgrounds in creating an inclusive workplace culture.

We are also providing DIB training to people leaders. At ICON, we understand that people leaders play a huge role in fostering a sense of connection and belonging. They are the gatekeepers of our culture of inclusion and belonging, and they touch every element of the employee experience from recruiting to engagement, performance management, development and promotion. Through this training, we are empowering our people leaders to understand topics such as unconscious bias, micro-aggressions and the difference between equity and equality.

● **Spotlight: Empowering employees to learn about DIB**

At ICON, we understand that the work of educating ourselves about DIB is never complete, and we encourage our employees to take ownership of their learning journeys. We created a DIB section on our online Career Hub to allow community groups to create learning journeys for their peers to educate themselves on topics pertinent to specific communities. The platform provides podcasts, articles and other resources for employees to self-educate. The goal is to help employees learn and grow while removing the burden of teaching from underrepresented groups. DIB education is an ongoing journey that ICON is excited to continue with our employees.

We will continue to build our community groups with the support of our Diversity, Inclusion & Belonging advocates and allies to these communities



● **Spotlight: Celebrating Pride Month**

As a global organisation, ICON is excited to support and honour heritage months for different demographic groups. In 2021 ICON launched its first Pride Month celebration, thanks to the efforts of one inspirational team that sponsored and planned the celebration. Members of PRIDE, our LGBTQ+ community group, sponsored a panel discussion on challenges faced by the LGBTQ+ community, a short podcast on how ICON's work on clinical trials has improved LGBTQ+ lives and an allyship learning journey to empower LGBTQ+ allies to support the community.



To hear from our PRIDE members, watch the video [here](#).







### Competitive and fair pay

Our commitment to achieving and maintaining fair pay is central to making ICON a truly inclusive workplace, which is a key factor in employee performance, retention and engagement. At ICON, we use best-in-class methodology to regularly review salary ranges to establish fair pay between employees irrespective of gender, race or ethnicity whilst considering legitimate business factors that explain differences such as performance, tenure and experience.

We remain committed to our pay-for-performance philosophy, underpinned by a robust framework enabling continuous monitoring of fair pay practices. We continuously monitor and seek to maintain pay equity for our employees. We have structured our pay principles so that individual differences not related to tenure, experience or performance criteria are not a factor in how we deliver rewards. ICON has made significant investments in organisational design structures, tools and education that uphold and support our pay principles.

Looking ahead, we are committed to expanding our framework, information and education to continue to deliver consistent advice and guidance for our people leaders, and outcomes for employees.

### Fair treatment

We believe in fair and equal treatment of all our people, without regard to gender, race, ethnicity, sexual orientation, marital status, physical or mental disability, age, pregnancy, veteran status, nationality, religion or any other legally protected status.

Our policies regarding fair and equal treatment and non-discrimination are established in our [Global Code of Ethical Conduct](#), Global Dignity and Respect at Work Policy and our Global Transgender Employment Policy. We also make our expectations of our suppliers on matters of fair treatment clear through our [Global Supplier Code of Conduct](#).

We do not tolerate physical, sexual, racial, psychological, verbal or any other form of harassment. We encourage employees to report any issues of harassment or discrimination. We prohibit retaliation against any employee who rejects, protests or complains about unlawful discrimination or harassment.

As we continue to build our workforce, DIB principles and fair treatment are not just nice-to-haves: they are must-haves. Just as we recognise the critical importance of diversity in clinical trials, we affirm that diversity of thought in an inclusive workplace is vital to innovative ideas, spurs more fruitful collaboration and nurtures a vibrant culture.



## Managing talent

**Part of being an industry leader is creating a company where talented people come to do meaningful work and where they know they can shape the future of healthcare, grow their careers and fulfil their potential.**

We have a strong record of cultivating robust people practices, including competitive total rewards packages and a focus on continuous learning. We nurture a culture of development and support our employees' growth, both personally and professionally. Consequently, nearly 29% of open roles were filled internally in 2021 across ICON.

As we expand, we continue to offer our employees exciting roles and significant career opportunities within and across our key service areas and geographies.

### Recruiting

ICON's Talent Acquisition team excels at attracting the industry's premier candidates around the world. These HR specialists find individuals who are eager to join a company that:

- Encourages people to bring flexibility, innovation and determination to every situation
- Provides rewards focused on their health, wellbeing and work-life balance
- Offers opportunities to continually learn new skills
- Features boundless mobility within and across departments
- Fosters an environment of diversity, inclusion and belonging where everyone is valued
- Focuses on an enjoyable workplace atmosphere and building long-lasting bonds
- Gives back to local and global communities
- Makes a difference in the lives of patients worldwide

One statistic stands out as perhaps the greatest testament to ICON's attractive culture: nearly 9% of our new roles are filled by former employees returning to the company. In 2021 alone, more than 1,000 former employees came back to ICON.

## ● Spotlight: Cultivating the team of tomorrow

ICON's development strategy includes forming strong relationships with global universities to create a talent pipeline.

### UCD Smurfit School of Business

In 2021, ICON's IT Innovation and Informatics team provided mentoring and technical direction for a student capstone project at the UCD Smurfit School of Business MSc Business Analytics program. In their independent research project, two students examined the universe of clinical trials using graph data science methods and data from ClinicalTrials.gov. For the coming academic year, ICON will sponsor a capstone project for several students.

### University of Paris

Several ICON employees teach clinical research methods at the University of Paris in France. They have helped create two degree

programs - one for CRAs and one for Medical Science Liaisons. In 2022, they started a master's degree program for an apprenticeship in clinical research with 13 students. In 2023, they will launch another master's program in the field of medical affairs.

### Other initiatives to strengthen the talent pipeline

ICON University introduced a new Early Career Development program in 2021 that upskills promising candidates so they can take on CRA roles. 645 candidates participated in the inaugural program, with 100% completing the program successfully.

ICON also sponsors a Biometrics Academy to prepare workers for roles in that speciality area. In 2021, ICON graduated 39 participants from our Biometrics Academy.



## Training and development

Our success depends on how well we develop the knowledge and capabilities of our people. To this end, we are committed to providing continuous learning. This commitment is underpinned by clearly defined competencies, which offer employees a path along which to develop skills and advance their careers.

Our training and development programs support employees at every stage of their career journeys by helping them advance their scientific, technical, and business knowledge. These programs include tailored CRA academies, biometric academies and a range of project management curricula, therapeutic-focused programs, and people leader development programs.

By focusing on continuous learning and development, we support employees' career advancement through merit-based promotion. With energy, drive and imagination, there's no limit to where employees can take their ICON careers.

### Pivoting for the pandemic

Pandemic-related shutdowns placed new demands on ICON's training programs. To better serve remote employees, ICON accelerated efforts to deliver training virtually. We also shifted

leadership training approaches to address the fact that many home-based employees faced increased challenges in balancing their professional and personal responsibilities.

Even as pandemic restrictions ease, we continue to add new virtual modules under the motto "just enough, just in time, just for me." Bite-sized learning forms, such as podcasts, offer flexibility and accessibility to all employees, particularly to those working virtually.

### Prioritising people development

We complement our continuous learning and professional development program with advanced people development practices. These include:

- Rigorous skills assessments and screenings during hiring
- Resources available from our global career framework
- A commitment to pay-for-performance
- Proactive talent reviews and succession planning

For more details on our talent management activities, including training metrics, see the [Data and Reporting](#) section.

## ● Spotlight: A place for everyone to learn: **ICON University & Career Hub**

ICON's success depends on the knowledge and capabilities of our people. We are committed to a culture of continuous learning as the foundation for creating and growing successful careers. Throughout their time with ICON, employees have a clear roadmap to success that outlines the skills and competencies needed to progress in their career paths. Bolstered by our industry-leading Career Hub portal and extensive ICON University curriculum, our award-winning Learning and Development team has created customised technology-driven and instructor-led trainings that empower employees to develop expertise in these skills and competencies.

Through ICON University, we deliver innovative learning experiences in the form of career academies including model learning pathways for:

- Biometrics and Data Management
- Clinical Operations
- Project Management

Our Clinical Operations pathway, which trains CRAs, offers learning programs tailored to specific audiences, including recent university graduates, clinical trial assistants and existing clinical research professionals. We aim to meet our employees where they are on their learning journey and develop their professional skills and passion at each stage of their career, empowering them to own their development and progression.



## A culture of moving up

**At ICON, we offer advancement programs tailored to employees who express interest in and aptitude for moving up to higher levels. Nearly all our employees (97%) receive regular performance reviews. In 2021, we filled approximately 29% of our open positions via internal promotions.**

To facilitate succession planning, we have formalised two pathways for leadership development: senior director to vice president and vice president to executive leadership team. In addition, we have developed a talent snapshot to identify potential candidates for positions of senior director and above.

### ● Spotlight: A place to grow leaders: The LEAD Program

ICON has built a new competency framework that clearly defines the skills, knowledge and behaviours necessary to succeed and grow in specific careers in departments across the company. With this new framework, we aim to empower employees to grow through every level of their career from entry level to senior leadership. In support of the new framework, ICON has launched a new development program for people leader positions, called Leading with Excellence and Practice (LEAD).

## Caring for our employees

ICON's commitment to improving health and enriching lives extends beyond the work we do with our customers. Employees across the globe have direct access to locally relevant information and resources to support every facet of their well-being, including physical, social, psychological and environmental.

### Enhancing employee wellbeing

Although specific benefits vary by region, ICON supports the well-being of full-time employees with benefits that include:

- Competitive employer-funded retirement savings plans and insurance benefits that offer peace of mind and help employees plan for their future with confidence
- Best-in-class medical, health and wellness initiatives, including onsite fitness facilities in our larger locations
- Vacation, flexible working and family and parenting benefits to fit employees' schedules and improve their quality of life

ICON employees and their household family members have access to our global Employee Assistance Programme (EAP). From one phone number, employees and their families can access confidential and independent counselling services in areas ranging from mental health to finances to major life changes. The EAP also delivers a web-based and mobile app platform with access to toolkits providing advice and resources in local languages.





● **Spotlight: Engaging employees from day one**

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ICON starts our employee engagement at onboarding. We survey new hires one month after they join ICON for feedback on the recruiting and onboarding process to gauge whether we are living up to our promises and providing the support needed. We have continuously scored higher than the global benchmark across all measures in these surveys, in areas that include delivering on the promised day-to-day experience of the job and having access to career and development opportunities.

● **Spotlight: Flexibility for a post-pandemic world**

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During 2021, ICON introduced a new flexible working policy to help office-based employees achieve a better work-life balance. Per the policy, eligible employees may now work 60% of their week from the office and 40% from home.

As employees transitioned back to in-person work, we developed a comprehensive training program that explained the measures in place to protect their health and safety. We also hosted office events, such as barbecues and coffee hours, where cross-functional teams could reconnect after much time away from the office.

These efforts pay dividends. Bringing people together creates more opportunities for collaboration, which is core to our culture and values. Collaboration enables employees to contribute equally, to pursue innovative solutions for our customers and to learn from their peers.





## ● Spotlight: Supporting our Ukrainian colleagues

In response to the conflict in Ukraine, ICON acted immediately to support the safety and wellbeing of our Ukrainian colleagues facing extremely difficult circumstances. Our support included:

- Advance salary payments
- Emergency financial aid for workers in need of supplies and accommodation
- Arranging transport and temporary accommodations for colleagues who wished to evacuate or relocate
- Ongoing monitoring of colleague safety and locations through our Everbridge emergency contact system
- Lists of key ICON contacts in neighbouring countries who would be able to help evacuated employees
- A people leader support group for leaders of Ukrainian employees
- Extensive on-the-ground support from teams in neighbouring countries

## Giving employees a voice

To attract and retain the best talent, we must listen and respond to employees' needs. This begins with a focus on diversity, inclusion and belonging and extends to every aspect of our work, from recruitment and on-boarding to training, engagement, enablement and rewards.

With both the ongoing pandemic and the integration of PRA into ICON, we realised a need to enhance visibility and gain further trust among our teams. We established new channels internally, including regular town halls, and expanded our employee online portal to promote the sharing of ideas and to get to know our colleagues better.

Throughout the integration with PRA, we sought employee input and feedback through interviews, focus groups and surveys. Our most recent employee outreach included interviews and surveys to which more than 800 leaders and over 7,000 employees responded. The outreach assessed organisational alignment, cultural priorities and key behaviours necessary for a successful integration. The survey identified opportunities to lean into shared traits around mission, collaboration, and a 'get it done' attitude whilst also recognising the need for articulating a promising future and career path for all ICON employees, regardless of their legacy organisational affiliation. As a result of this survey, we began the process of developing and sharing clear roadmaps for career growth, including the competencies and skills needed to progress and model learning pathways to guide career progression.

As we complete the integration, we will work with a third-party provider to conduct a post-integration engagement survey to gauge employees' thoughts and feelings and assess what ICON should focus on in 2023.

Other approaches to enhancing employee engagement include:

- Stay interviews, which help managers understand why staff stay and uncover what might put them at risk of departing
- Skip-level meetings to develop trust and rapport between senior leaders and employees

Our listening strategy supports our efforts to reduce employee turnover, which we monitor closely through analytics. We collect qualitative information through formal exit interviews and, where we believe they will make an impact, we intervene using retention plans and related efforts.



## Ensuring employee health and safety

At ICON, the health and safety of our employees, customers and clinical trial patients are our most important priorities. We maintain an ongoing commitment to identifying, mitigating and monitoring existing and emerging health and environmental risks associated with our business activities. We encourage input and communication about our efforts from employees.

ICON's [Global Code of Ethical Conduct](#) establishes the principles that underlie ICON's workplace health and safety program. It outlines the policies, procedures, programs and activities we use to implement those principles.

Our safety management policies and procedures spell out best practices for assessing, preventing, responding to and reporting workplace incidents. These may include regular on-site risk assessments and workplace inspections as well as fire evacuation practices and similar drills. Our global health and safety policies apply to all ICON employees; however, our management systems vary from country to country based on applicable local regulations and guidelines.

ICON is currently working with stakeholders from across the company to standardise ICON's approach to health and safety policies and processes. Our work on this front is aligned with global and regional health authorities' guidance and complies with applicable laws and regulations.

### Resilience

ICON's Crisis Management Framework and Global Business Continuity Policy establish how we mobilise a crisis management team to address priority objectives in the event of an emergency. These priorities include:

- Ensuring the safety of our people and clinical trial patients
- Securing our facilities
- Maintaining business continuity
- Protecting our data and assets

### Employee training

All employees receive health and safety training as part of the onboarding process. ICON also provides all employees with the relevant information, supervision and equipment required to work safely and to reduce the risk of harm to themselves and others. Examples of training employees at ICON may receive include:

- Safety awareness/refresher training for facilities teams
- Healthy working (ergonomics)
- Reviews of safety rules and procedures

### ● Spotlight: Global focus, local relevance

ICON sites and managers adapt global health and safety systems to fit their local needs and implement these systems according to individual country requirements.

For example, in the Netherlands, in accordance with Dutch requirements, a professional health and safety specialist performs regular inspections, risk assessments and audits at every site. The specialists report results to local management for follow-up. Management teams evaluate the risks identified in reports – including internal, legal, customer and labour – to continuously improve site health and safety.





### Our response to the pandemic

As the COVID-19 pandemic continues, ICON remains committed to deploying measures to protect employee safety, maintain the continuity of customers' research programs and safeguard patient welfare. The protocols include:

- Ongoing updates, support and information from leadership as conditions evolve
- Remote work options with home office support for employees, including computers, monitors and other equipment, as well as virtual team-building activities to keep relationships strong

Our approach to safety will evolve along with the pandemic.

We will continue to monitor developments and recommendations from the Centre for Disease Control, World Health Organization and local governments.

### ● Spotlight: COVID-19 support: Using in-house assets to assist employees

Throughout the COVID-19 pandemic, ICON expanded the use of healthcare data and intelligence tools to help monitor, support, guide and inform employees who opted into a program managed by our Care Innovations Team. We encouraged employees to use our COVID Access to Care Support Line of nurses for symptom management, access to testing and advice.

Similarly, prior to the acquisition, the PRA Health Harmony COVID-19 program enabled employees who wished to use the program to contact a nurse to answer questions and learn about symptoms, prevention techniques, stress and anxiety reduction techniques and ways to address fear and isolation.





# Our commitment to strengthening our communities

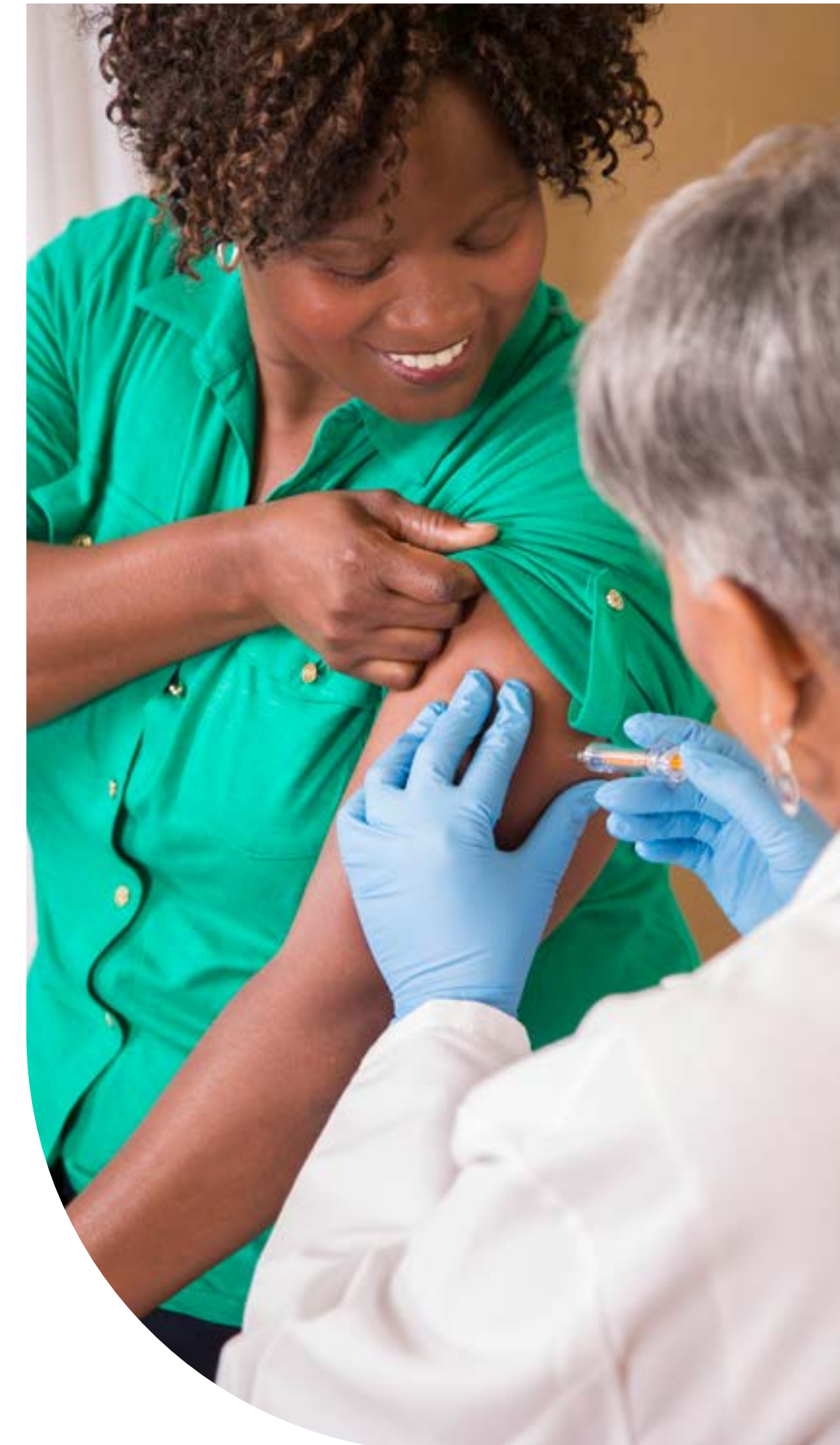
Our passion for helping others extends beyond our everyday mission of supporting the development of drugs that save and improve lives. We are committed to making a positive impact on the communities in which we work and live.

For ICON, these communities include cities and towns around the world that are home to our employees and their families, our customers and patients. In 2021, through our integration with PRA, we brought the best of the two legacy programs together to expand our efforts to give back.

## How we make a difference

Through corporate giving programs, employee volunteering opportunities and industry-academia partnerships, ICON has established a long track record of supporting our communities. We have focused our efforts on a broad vision for social impact, one that includes aligning priorities to the United Nations Sustainable Development Goals (SDGs) and the organisational goals of diversity, inclusion and belonging.

### ● Spotlight: UNICEF Corporate Vaccine Alliance



In 2021, [ICON became a lead member of the UNICEF Corporate Vaccine Alliance](#) to help ensure that people in 92 lower-income countries received COVID-19 vaccinations.

ICON contributed significant funds in July to support the purchase of 38,000 COVID-19 vaccine doses through the [alliance](#) - one on behalf of every ICON employee.

From February 2021 to February 2022, UNICEF delivered over 1.2 billion vaccine doses to 144 countries.

#### SDGs supported





● **Spotlight: Partnering with employees for community support**

Each year, ICON supports causes that our employees are passionate about, donates to charitable partners and encourages employees to volunteer in their local communities.

Since 2012, our annual employee-nominated Charitable Donation Program has supported over 90 charities, donating \$10,000 to each organisation. The selected organisations focus on a range of critical issues, from relieving poverty and homelessness to improving child welfare through education and enhancing the lives of people living with a variety of diseases.

During 2021, ICON selected 20 employee-nominated organisations to gift \$10,000 each.

We often amplify the impact of our employees' generosity. For example, our corporate giving programs encourage employees to apply for company funds to match monies they have raised for charity, either individually or via team-based activities.

ICON also makes annual financial contributions to charitable organisations with which we partner, including:



**To date, ICON has supported more than 100 charities in over 150 locations.**

**SDGs supported**





● **Spotlight: A continuing commitment to Junior Achievement**

Junior Achievement encourages young people to remain in school and teaches them the skills they need to succeed in a changing world. ICON volunteers take time out of their working day to deliver Junior Achievement programs, teaching primary- and secondary-level students valuable business, STEM and entrepreneurship skills that will serve them throughout their professional lives.

In 2021, ICON continued its support for Junior Achievement. ICON employees from our Dublin and Limerick offices brought educational and interactive learning programs to more than 600 students nationwide via virtual classrooms through our partnership with Junior Achievement Ireland (JAI).

ICON is expanding its partnership with Junior Achievement to include an additional three locations in the United States and the United Kingdom in 2022.



Watch this video to learn more about ICON's recent work with JAI.



SDGs supported





● **Spotlight: Looking ahead: Advancing gender equality through sports**

In the spirit of supporting our communities and advocating for gender equality, ICON sponsors the Gordon Highlanders Women’s Rugby Football team in Sydney, Australia. The Gordon Rugby Football Club for men’s and women’s sports was originally established in 1927 and has undergone many iterations in the nearly 100 years since its founding. In 2017, the club established its inaugural women’s rugby sevens academy, a stepping stone to the creation of its Women’s XV program in 2021. ICON is excited to support this growing program in women’s sports.



SDGs supported



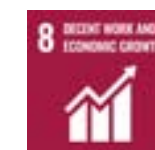
● **Spotlight: Industry-academia partnerships**

ICON’s most enduring industry-academia partnership is with Trinity College Dublin where the company has been named a Benefactor Through the Centuries. This award recognises our ongoing support for Trinity College, including:

- **The ICON–McKeon Research Fellow in Motor Neurone Disease**, in honour of Declan McKeon, a former ICON Board member. The fellowship’s focus is on machine learning and artificial intelligence in the context of ALS research.
- **Trinity Centre for People with Intellectual Disabilities (TCPID)**, which provides educational and employment opportunities for those living with intellectual disabilities. In 2021, ICON enabled a 6-week work placement for one of the students from TCPID, which was extended to a 9-month internship in our Laboratory and Facilities departments in 2021 and 2022.

At the end of 2021, ICON began the development of additional scholarship programs to support underrepresented students studying STEM-related courses with three Irish universities—Dublin City University, University of Limerick and Trinity College Dublin—and with the Thurgood Marshall College Fund in the United States. This new initiative has been formally announced and launched in 2022.

SDGs supported





# Environment: Conducting business sustainably

ICON recognises that the health of people and the planet are inextricably linked. Climate change can not only disrupt the way we do business, but also can harm human health. To drive better outcomes for patients and advance public health, we are committed to playing a role in combatting climate change.

At ICON, we aim to be good stewards of the natural environment by managing and reducing our greenhouse gas (GHG) emissions, energy use and waste generation. In particular, our focus on decentralised and hybrid clinical trials has created innovative efficiencies on both our site footprint and business travel, the two key drivers of our environmental impact. Additionally, we engage with our suppliers to address indirect environmental impacts through the supply chain. This year we aligned our report with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as we continue to advance on our commitment to conducting business sustainably.

## SDGs supported



### Inside this section:

- Minimising our environmental footprint
- Engaging employees on sustainability





# Minimising our environmental footprint

ICON is committed to managing our environmental impact across more than 100 locations in more than 50 countries. Our Global Environmental Management Policy and Environmental Management Plan (EMP) provide the framework for the company's environmental initiatives. We have established targets and goals, and undertaken initiatives to minimise our footprint across carbon emissions, energy and waste.

ICON's facilities team is responsible for implementing the EMP. ICON's Chief Administrative Officer and General Counsel (CAO) oversees the EMP and provides updates regarding environmental initiatives to ICON's executive leadership team and to the Board of Directors.

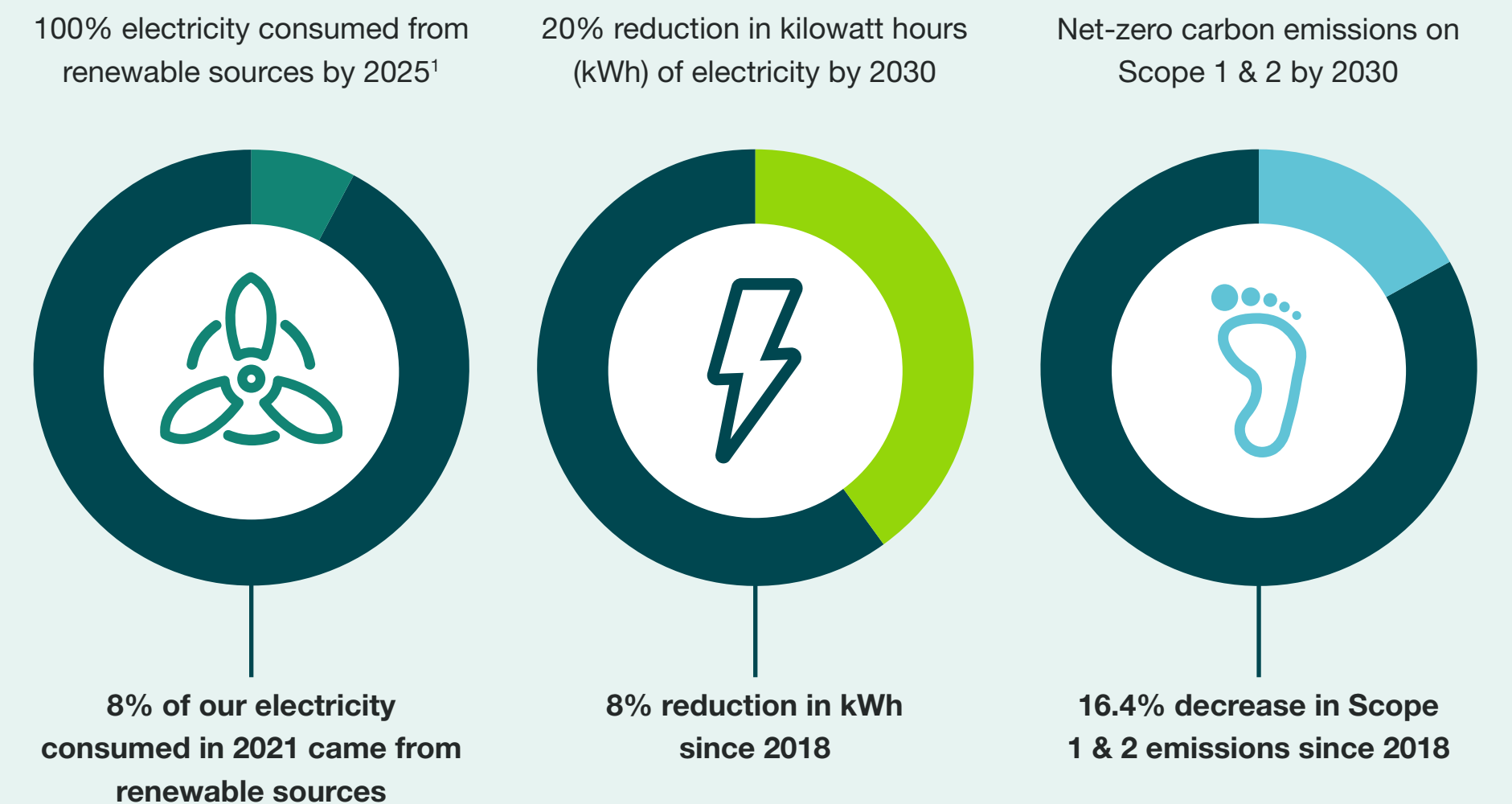
## Key components of the Environmental Management Plan



## Environmental targets

In 2019, ICON established environmental targets for renewable energy use and carbon emissions. We remain committed to achieving these targets and to reporting on our progress, as outlined below. Under the EMP framework, we will continue to look for opportunities to build sustainability into day-to-day operations, revisit our global environmental strategies and targets and reassess environmental priorities as our business evolves.

### Our environmental goals and progress



<sup>1</sup>Through a combination of switching direct tariffs and purchased through renewable energy credits (RECs).



## Reducing carbon emissions

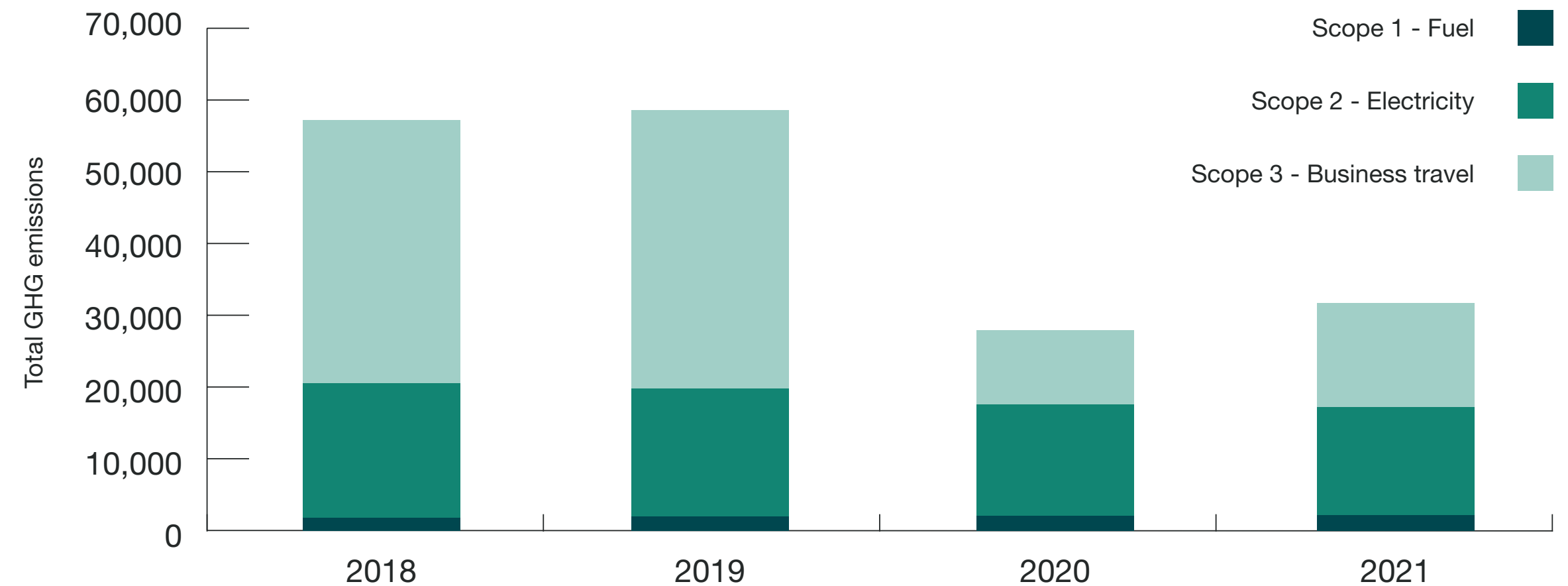
ICON tracks and reports on our greenhouse gas (GHG) footprint. We follow the GHG Protocol Corporate Standard, the global corporate accounting and reporting standard for calculating carbon emissions. ICON works with Carbon Trust to verify Scope 1 and 2 emissions data to a limited level of assurance in line with ISO 14064-3. We also collect and report limited Scope 3 data for business travel.

Aligned with our goal to be net-zero on Scopes 1 and 2 by 2030, ICON's combined Scope 1 and 2 GHG emissions have fallen on a year-over-year basis since 2018. In 2020, following pandemic-related closures and a reduction in business travel, our Scope 3 GHG emissions declined significantly. In 2021, as we began to resume more normal operations, Scope 3 emissions increased however, they remain below our 2018 levels. Our combined scopes 1 and 2 emissions continued to decrease.

**Our combined scopes 1 and 2 emissions have decreased 16.4% since 2018. Overall, when including business travel, our GHG emissions have decreased by 44.6% since 2018.**



GHG emissions (tCO<sub>2</sub>e), 2018-2021



More information on ICON's environmental footprint is available in the [environmental data performance table](#).

Environmental <sup>1</sup>				
Description <sup>2</sup>	2021	2020	2019	2018
<b>Electricity Consumption (MWh)</b>	<b>40,202</b>	<b>38,357</b>	<b>42,798</b>	<b>43,705</b>
Percentage electricity consumption from renewables	8%	9%	11%	N/A
<b>Total GHG emissions, all scopes (metric tons CO<sub>2</sub>e)<sup>3</sup></b>	<b>31,805</b>	<b>28,036</b>	<b>58,813</b>	<b>57,366</b>
Scope 1 (tCO <sub>2</sub> e) - Fuel	2,213	2,050	1,950	1,827
Scope 2, location-based (tCO <sub>2</sub> e) - Electricity	15,034	15,586	17,940	18,812
Scope 3 (tCO <sub>2</sub> e) - Business travel	14,558	10,401	38,923	36,726
Emissions intensity (tCO <sub>2</sub> e per million in revenue) <sup>4</sup>	3.15	2.95	3.39	3.77
Emissions intensity (tCO <sub>2</sub> e per full-time employee) <sup>4</sup>	0.45	0.52	0.92	0.69



**ICON continues to identify opportunities to reduce carbon emissions across our global operations.**

Ongoing initiatives to expand the use of decentralised clinical trials (DCTs) and remote patient monitoring, as well as our new flexible work policy, which allows eligible employees to work from home 40% of the time, should result in reduced emissions. We also are considering setting a science-based target (SBTi).

ICON participates in CDP (formerly the [Carbon Disclosure Project](#)), a globally recognised system that allows companies to measure and manage their environmental impacts. We received a C score from CDP in 2021 on our 2020 Climate Change response. View our CDP response [here](#).

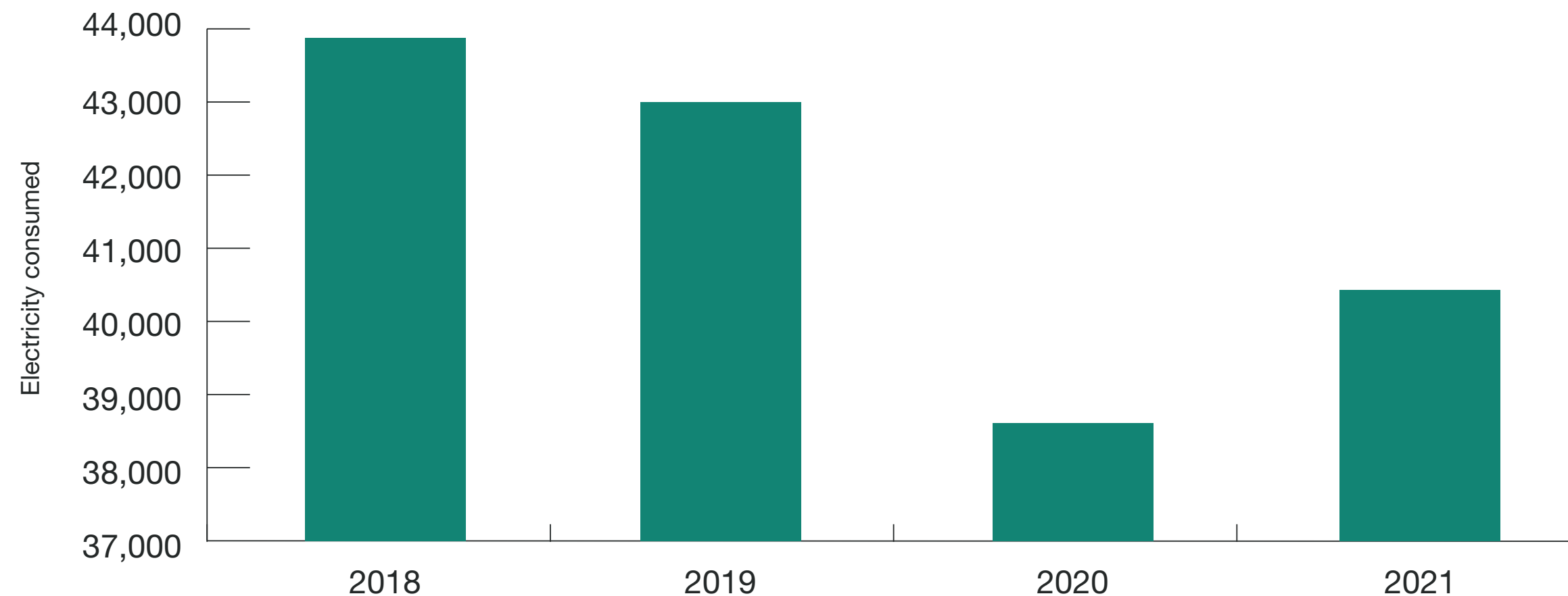
Our work to reduce emissions extends to our supply chain. For example, ICON requires suppliers to abide by our [Global Supplier Code of Conduct](#), which includes a commitment to comply with applicable environmental laws and regulations, as well as our expectations regarding waste management and the sustainable use of resources. In addition, to reduce emissions from business travel and commuting activities, we actively encourage the use of technology and teleconferencing facilities. Starting in 2022, we began engaging with CDP to compute and assess the carbon footprint of our suppliers to expand the tracking of our Scope 3 emissions. Read more about how we manage suppliers in the [Sustainable Procurement](#) section of this report.

## Reducing energy consumption

ICON has set a goal to reduce electricity consumption by 20% by 2030 and to source electricity from 100% renewable sources by 2025. To move toward renewable energy, we have transitioned six locations to green power, and now 8% of our electricity consumption comes from renewables. Our energy consumption decreased significantly in 2020 due to office closures during the pandemic. As offices began to reopen in 2021, energy consumption increased; however, it remains well below 2019 levels, before the pandemic. As we consolidate and reopen our offices, we will continue to shift to renewable energy through on-site green power and, where that is not feasible, through the purchase of renewable energy credits (RECs).

**Our electricity consumption has decreased 8% since 2018, 40% of the way to our 2030 goal.**

**Electricity Consumption (MWh), 2018-2021**





## Managing waste

ICON's waste reduction initiatives are focused on increasing recycling volumes, reducing consumption of primary materials and decreasing the use of disposable products at our locations. Before the COVID-19 pandemic, ICON had made great progress in reducing single-use items. In 2020 and 2021, our use of disposable products increased due to COVID-19 safety protocols. As the need for pandemic-related restrictions ease and we return to more normal working conditions, we intend to refocus on reducing single-use plastics and engaging employees on ways to decrease waste generated.



## Ensuring sustainability of our offices

Experts from our real estate team factor in environmental considerations when selecting new locations for offices and planning building modifications. In addition, we have implemented initiatives to reduce the environmental footprint of our offices at the local level, such as installing energy-efficient LED lighting, using motion detectors to reduce energy use, upgrading to energy-efficient HVAC systems, purchasing recycled office supplies, and reducing paper consumption by promoting paperless office processes, or where printing is necessary, enabling double-sided output. As most of our locations are leased, we work closely with our landlords and leasing agents to leverage incentives and local funding to implement measures that make our facilities more energy efficient and environmentally friendly.

In 2021, we began consolidating and downsizing office space as we re-envisioned our collective organisation and operations post-integration. The office consolidation is designed for a new post-pandemic working environment where many eligible employees work remotely from home up to 40% of the time.

### ● Spotlight: Reimagining the office experience

When pandemic restrictions eased, ICON's facilities teams worked tirelessly to bring employees back to offices across the globe in alignment with the new flexible working policy. At the same time, as part of a massive undertaking to integrate more than 150 ICON and PRA properties, in 2021 the company downsized or closed 37 locations, an initiative that allowed us to enhance environmental efficiency and foster comradery.

An opening day ceremony in Taipei's newly combined office





## Engaging employees on sustainability

ICON's Sustainability Network, comprised of employees from across the globe, plays a critical role in bringing our sustainability commitments to life by identifying local sustainability opportunities. Employees across the globe participated in 2021 Sustainability Month activities, which included an upcycling event sponsored by employees in Chennai and a plastic cap collection for a children's rehabilitation charity led by employees at our Warsaw office. Across multiple sites, employees held plant growing and gardening contests.



### ● Spotlight: Tackling energy poverty with Solar Buddy

As part of our 2021 Sustainability Month activity, ICON continued its support for Solar Buddies, an organisation that builds lights powered by solar energy for families living in extreme poverty to light their homes. Employees at ICON offices in Beijing, Shanghai, Tokyo, Paris, Lyon, Langen, Santiago and Bogota joined forces to build and deliver 416 solar lights, providing lighting to 2,080 individuals. This enhanced lighting allows children to study at night so they are better equipped to succeed at school, providing opportunities to break out of the poverty cycle. Because these lights are solar powered, they also offset emissions of approximately 532 tCO<sub>2</sub>e, the equivalent of planting 8,861 trees.



### ● Spotlight: Fighting plastic pollution with Ecobricks

During our 2021 Sustainability Month, ICON employees at our Cambridge, Massachusetts and Buenos Aires locations partnered with the Global Ecobrick Alliance. They combatted plastic pollution by transforming discarded plastic bottles and plastic bags into building blocks that sequester microplastics, preventing them from breaking down and entering the environment, affecting both animal life and human health. These building blocks are used for craft and building projects in local communities.





# Governance: Committed to ethics and quality

**ICON is a business built on integrity and responsibility.  
We do the right thing.**

Our core values of integrity, inclusion, agility and collaboration are infused in everything we do. Meeting these values requires us all to work to the highest ethical standards and to demonstrate a commitment to honesty, transparency and quality.

## SDGs supported



## Inside this section:

- Our commitment to strong corporate governance
- Our commitment to acting ethically
- Our commitment to quality





# Our commitment to strong corporate governance

## Board of Directors structure and composition

ICON's Board of Directors, made up of diverse professionals who are experts in their fields, oversees strategy and management activity. Board composition as of 31 December 2021 and 30 July 2022 included:



10 out of 12 directors are independent as of 31 December 2021

7 out of 9 directors are independent as of 30 July 2022



Women hold 4 out of 12 seats on the merged company's Board as of 31 December 2021

Women hold 3 out of 9 seats on the merged company's Board as of 30 July 2022

The Board's Corporate Governance Guidelines provide the framework for effective governance of the company. The guidelines address matters such as the respective roles and responsibilities of the Board and management, the Board's leadership structure, the duties of the lead independent director, director independence, Board membership criteria, Board committees and Board and management evaluation.

### Key highlights of ICON's governance structure include:

- A strong, experienced lead independent director with well-defined responsibilities who supports the Board's oversight
- A robust committee structure consisting of three statutory committees that provide oversight for the management of key risks, including ESG-related risks
- Leaders from a variety of backgrounds with deep experience and expertise across the industry and specific topic areas

During 2021, the Board maintained three statutory committees: the Audit Committee, the Compensation and Organisation Committee and the Nominating, Sustainability and Governance Committee, which has primary oversight responsibility for ESG. Each committee is charged with specific responsibilities and has a charter that is reviewed periodically.



Learn more about our directors' experience, qualifications and industry knowledge [here](#).



Learn more about our governance policies and guidelines [here](#).

Key committee responsibilities cover the following topics:

### Nominating, Sustainability and Governance Committee\*

- Identification of Board and Board Committee members
- Corporate governance and business ethics policies, principles, guidelines and codes of conduct, including the [Global Code of Ethical Conduct](#)
- Strategic plans, objectives and risks related to ESG matters
- Board and board committee evaluations

### Audit Committee\*

- Financial risk
- Financial policies
- Financial reporting
- Internal controls

ICON's internal audit function reports directly to the Audit Committee.

### Compensation and Organisation Committee\*

- Company organisational structure and related accountabilities
- Executive succession planning
- Compensation strategy and programs
- Compensation-related share options and stock grants
- Remuneration for ICON's CEO, CFO and other company officers.

\*Each of these committees is composed entirely of independent directors.



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## Leadership structure and composition

ICON is led by experienced executives recognised as leading practitioners in their respective fields. Our leadership team provides a diversity of perspectives and a wealth of experience.

### Meet our leadership



**Dr. Steve Cutler**  
Chief Executive Officer



**Ms. Tami Klerr**  
President Global Operations  
(Biotech / Small,  
Mid-Size Pharma)



**Mr. Diarmaid Cunningham**  
Chief Administrative Officer,  
General Counsel & Company Secretary



**Mr. Brendan Brennan**  
Chief Financial Officer



**Mr. Samir Shah**  
President Strategic Solutions



**Mr. Tom O'Leary**  
Chief Information Officer



**Dr. Nuala Murphy**  
President Development  
& Commercialisation  
Solutions



**Dr. Greg Licholai**  
Chief Medical  
& Innovation Officer



**Mr. Joe Cronin**  
Chief Human Resources Officer



**Mr. Barry Balfe**  
President Global Operations  
(Large Pharma)



**Mr. George A. McMillan**  
Chief Commercial Officer



**Mr. Simon Holmes**  
Head of Corporate Development &  
Integration Management Office Lead

### By the numbers



**26% female**  
executives as at 31 December 2021



**40% women**  
at the VP level and above,  
globally as at 31 December 2021



Read more on our executive leadership team [here](#).



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## ESG governance and oversight

ICON's Chief Administrative Officer and General Counsel (CAO) leads ICON's ESG strategy and initiatives. The Board's Nominating, Sustainability and Governance Committee provides oversight for this activity. The committee's oversight responsibilities focus on ICON's ESG-related strategies and policies, performance and external disclosures, systems for evaluating ESG-related material risks, and opportunities and approach to shareholder and stakeholder engagement regarding sustainability and ESG matters. The CAO provides periodic reports to the ICON executive leadership team and the Nominating, Sustainability and Governance Committee on ESG-related matters.

**ICON established its ESG Committee in 2019 to provide operational information and oversight for ESG-related activities across the company.**

The ESG Committee is chaired by the CAO and includes management representation from the facilities, corporate communications, finance, legal and corporate governance, investor relations, commercial, marketing and human resources departments. The ESG Committee initiates, reviews and communicates updates and plans on ESG-related activity and initiatives to ensure consistency, promote collaboration, enhance monitoring, reveal areas for development and facilitate reporting to the Board.

All departments across ICON play a role in embedding and achieving our ESG-related commitments through operations and governance activities and the company's business relationships. ESG commitments are integrated into organisational strategies and operational policies and procedures via the ESG Committee and monitored through ESG tracking and reporting. Department leaders are responsible for implementing ESG commitments across their respective organisations.





# Our commitment to acting ethically

ICON's commitment to ethics and integrity is embedded in our company values. We act with integrity and integrate ethical principles into our business practices and culture. ICON's [Global Code of Ethical Conduct](#) establishes our core principles and standards for honest, fair, and ethical behaviour.

## Ethics and Compliance Program

Our Ethics and Compliance program builds on the principles established in the code to define and drive business conduct consistent with company values and the laws, rules and regulations that apply to our business. The program is designed to protect the interests of the company and its shareholders by preventing, detecting, investigating and responding to potential misconduct and violations. The program supports all functional areas globally and is dedicated to implementing standardised global policies, procedures, training, guidance, communications, monitoring, investigations and issues management, in addition to assessing compliance-related risk and mitigations and reporting.

The Legal Compliance and Ethics Team (LCET) provides day-to-day independent oversight for the program. The team works collaboratively with risk and compliance functions and leadership across the business to align on and optimise its reach and impact. The LCET reports to ICON's Chief Administrative Officer and General Counsel (CAO). The CAO reports on the program to ICON's executive leadership team and the Board. ICON reports material breaches of compliance codes and policies, as well as any waivers of those codes and policies, in our annual 20-F report. In 2021, there were none.

### Key priorities of the Ethics and Compliance program include:

- Establishing standards of conduct in accessible company policies and procedures
- Raising awareness through training and internal and external communications
- Ensuring there are avenues to ask questions or raise concerns, including through our confidential, externally hosted Ethics Line, which is available 24/7
- Conducting or monitoring investigations of reported noncompliance in the risk areas under its oversight
- Ongoing compliance risk auditing and monitoring with the assistance of AI technology

Employees are required to complete mandatory ethics and compliance training in key areas that support our values and ways of working.

The training incorporates the fundamental principles of our policies and codes and includes interactive scenarios. The training consists of (but is not limited to) the following areas:

- [Global Code of Ethical Conduct](#)
- Anti-Corruption
- Data protection and procedures
- IT security
- Maintaining confidentiality
- Social media usage

Learn more about the policies and codes that make up the Ethics and Compliance program on our [website](#). Core documents include:

- [Global Code of Ethical Conduct](#)
- [Global Anti-Corruption Compliance Policy](#)
- [Global Policy on Interactions with Healthcare Stakeholders](#)
- [Global Supplier Code of Conduct](#)
- [Anti-Slavery and Human Trafficking Statement](#)
- [Global Speak Up Policy](#)





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## Speak Up and Ethics Line

At ICON, we promote a Speak Up culture that encourages compliance, openness and accountability without retaliation. In 2021, we introduced the [Speak Up Policy](#) (previously ICON's Ethics Line charter), ICON's open-door policy that encourages the prompt reporting or surfacing of concerns or violations through designated channels.

The Speak Up Policy, as well as the Code of Ethical Conduct and ICON's compliance policies, expressly state that employees and interested parties have the opportunity and responsibility to raise questions or concerns about values, ethics or other standards without fear of retaliation. In addition to a number of internal avenues, ICON employees and third parties may raise questions and concerns confidentially and, where legally permissible, anonymously through ICON's Ethics Line. The Ethics Line is administered by an independent company, is available 24 hours a day, seven days a week, and can accommodate calls in more than 75 languages.

ICON is committed to appropriate follow-up and investigation of all reported misconduct. Substantiated code and policy violations may result in corrective or disciplinary actions, up to and including termination of employment. The LCET provides oversight for the internal investigations process and provides information regarding reported ethics concerns via the CAO to the Board of Directors.

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## Anti-Bribery/Anti-Corruption

ICON is guided by a foundational principle: we do not tolerate bribery or any other form of corruption or fraud. Our anti-bribery/anti-corruption (ABAC) program is a core element of ICON's Ethics and Compliance program. Employees and others acting on behalf of ICON must comply with applicable international laws and regulations relating to bribery, corruption and illicit payments, including the US Foreign Corrupt Practices Act and the UK Bribery Act of 2010.

ICON's ABAC programs facilitate compliance with anti-corruption laws using a combination of mechanisms: vendor due diligence and management (described in more detail under [Sustainable Procurement](#)), pre-acquisition due diligence, training, policies, procedures, internal controls and transaction monitoring. ICON maintains the ISO 37001:2016 certification for our Anti-Bribery Management System, which establishes the framework for the controls that prevent, detect and mitigate the risk of bribery.

Bribery and corruption risks are incorporated into the risk assessment and scoping process for internal audits, and auditing teams incorporate an assessment of ABAC measures in audits, as appropriate.



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## Human rights and labour

ICON is committed to human rights. In 2021, ICON became a participant in the UN Global Compact (UNGC), signalling our commitment to uphold the UNGC's 10 Principles, including those related to human rights across our global operations. Information regarding our commitment to the UNGC is available in the tables at the end of this report.

Our business model and our policies, including our [Global Code of Ethical Conduct](#) and [Global Supplier Code of Conduct](#), demonstrate our commitment to applicable human rights legislation in the countries where we operate. Indeed, our zero-tolerance policy on forced labour, slavery and human trafficking is defined clearly in these policies, which are available to employees, suppliers, customers and the public.

We are opposed to forced labour, slavery and human trafficking. We will not knowingly support or conduct business with any organisation engaged in such activities. We do not employ anyone below the minimum employment age in the jurisdictions we operate in.

In our [Anti-Slavery and Human Trafficking Statement](#), we describe the measures we are taking to prevent modern slavery in our supply chains as well as in our own operations. For example, our [Global Code of Ethical Conduct](#), which is required as part of employee on-boarding training and made available in local languages, outlines

our expectations of employees regarding labour and human rights and provides a clear overview of channels to report concerns without fear of retaliation.

Our Global Supplier Code of Conduct incorporates the Pharmaceutical Supply Chain Initiative (PSCI) principles for responsible supply chain management, including for labour. Prior to doing business with ICON, suppliers must certify that they will comply with the ICON Global Supplier Code of Conduct or their own equivalent internal code, which includes human rights protections. We perform pre-engagement due diligence on suppliers, including in relation to labour issues, which we support through periodic re-screening. We hold our suppliers accountable for meeting their contractual obligations. Contract non-compliance can result in termination of the business relationship with the supplier and exclusion from future business.

The ESG Committee, a cross-functional management committee chaired by our CAO, has management-level oversight of human rights policies and practices. The committee is also responsible for reporting to the ICON executive leadership team and Board on ESG matters, including tackling modern slavery and human trafficking regulatory requirements. The Nominating, Sustainability and Governance Committee of the Board has primary oversight of human rights matters.





## Data privacy and security

Data privacy and information security are fundamental to our business and key to retaining customers, building investors' trust, protecting patients and complying with global and regional regulations.

### Data privacy

We recognise and respect that our customers, employees, patients, and all who do business with ICON expect that we will protect their personal information according to our legal obligations and policy commitments.

Comprehensive data protection laws across the globe seek to strike a balance between an individual's right to keep their information private and the ability of organisations, such as ICON, to use certain personal data in support of their operations. The European Union's General Data Protection Regulation (GDPR) is widely recognised as offering a robust level of protection for personal data. The foundational principles of the GDPR have shaped the global landscape significantly; ICON seeks to align its Global Data Protection policies and processes with this high standard.

In particular, ICON has a comprehensive GDPR benchmarked Group Data Protection Policy. This policy governs ICON's and its employees' obligations concerning the processing of personal data, including core privacy issues such as how we address data subject rights, data protection impact assessments and our

obligations to maintain records of processing activities (ROPAs). ICON also has a separate Personal Data Incident and Breach Response Policy and Process that governs the management of personal data incidents and breaches within ICON. The policy requires incidents to be reported to ICON's Global Data Protection Officer (DPO) and Privacy Team, who manage them in collaboration with relevant internal stakeholders (e.g., IT Security, Quality & Compliance), to ensure we comply with our legal and contractual obligations, including our reporting obligations. Our privacy program is overseen by the CAO.

ICON uses a third-party privacy program management tool to support its privacy impact assessments of new processing activities, data subject rights requests and incident management and response. It is also used to maintain ICON's ROPAs. This empowers compliance with applicable law. The tool allows ICON to deliver key metrics that help inform targeted process improvement and training for ICON staff and contribute to the continuous enhancement of our privacy program.

### Cyber and information security

Our cybersecurity strategy and program protect our systems and data from an evolving threat landscape. The program, overseen by the Chief Information Officer (CIO), has the support of executive leadership and the Board, and we have invested heavily in cybersecurity technologies to protect our environment. Our processes and range of information security policies are certified to ISO 27001 and are independently audited twice annually. ICON also maintains the Cyber Essentials certification.

We have embedded security in our processes to protect our data and our customers' data. We understand that cyber threats move at machine speed. As a result, we have invested in cybersecurity automation to detect and respond to vulnerabilities and threats rapidly.

Our people and partners play a critical role in safeguarding data. ICON has training in place for all employees and contingent workers on information security and privacy practices so that they understand their responsibilities with respect to data security and privacy. Annual training includes topics such as data protection and IT security essentials.

We also protect the wider healthcare, pharmaceutical and biotech community by continuously sharing cyber threat information with customers and partners through various channels, such as the Healthcare-ISAC.

ICON must be agile so we continue to adapt our approach to cybersecurity and data privacy to align with the rapidly changing international legal landscape and to meet the evolving needs of our customers and the expectations of the data subjects who entrust their personal data to us. For example, adherence to best privacy and cyber security practices must be a focus of stakeholders responsible for driving ICON's vision to develop in-house DCT and CTT (clinical trial tokenisation) solutions and is a fundamental part of delivering the success of these projects.

We report material data privacy and information security breaches in our annual 20-F report. In 2021, there were none.



## Sustainable procurement

**ICON maintains policies and practices to support responsible, sustainable and ethical business practices. We are committed to working with suppliers that embrace high standards of behaviour. We manage our suppliers through our Global Procurement department.**

We use suppliers in numerous areas of our business, including central laboratory suppliers and shipping companies, electronic data capture providers, healthcare and benefit providers and information technology solutions.

We require suppliers to abide by our [Global Supplier Code of Conduct](#), which incorporates the Pharmaceutical Supply Chain Initiative (PSCI) principles for Responsible Supply Chain Management and sets out our standards and expectations regarding:

- Ethics and compliance
- Labour and human rights
- Health and safety
- Environmental stewardship



Read our [Global Supplier Code of Conduct](#)

As part of our global risk management strategy, ICON performs pre-engagement due diligence on suppliers through a centrally managed process. This includes the screening of sanctions lists, debarment and adverse media. Environmental sustainability and bribery and corruption risks are assessed during this process. Suppliers are continuously monitored against sanctions and debarment lists and are periodically re-screened. Suppliers deemed higher risk are subject to enhanced due diligence and controls, which may include periodic training, auditing and assessments. In 2021, we performed more than 200 supplier audits.

In 2021, we incorporated several new elements into the supplier onboarding process, including tracking the diversity of vendors. In 2022, we are exploring incorporating environmental criteria into the new vendor screening process.

We hold our suppliers accountable for meeting their contractual obligations, including commitments relating to our Global Supplier Code of Conduct and regulatory compliance. Contract non-compliance may result in termination of the business relationship and exclusion from future business with our company.

Our Global Supplier Code of Conduct also outlines channels to report concerns or grievances related to our suppliers. Our Ethics Line is available for the communication of questions or concerns regarding violations of our core ethical codes or applicable legal requirements. We operate a strict anti-retaliation policy and expect suppliers to do the same.



## Risk management

ICON's Chief Executive Officer and senior leadership team provide oversight for day-to-day risk management across the company. The full Board oversees general business and market risk management. The Audit Committee monitors risk management with respect to financial statements, accounting and financial controls, and the Compensation and Organisation Committee oversees risk management with respect to compensation plans, policies and procedures. The Nominating, Sustainability and Governance committee oversees ESG-related risk, including environmental risk.

Company executives regularly report to the Board and its committees to provide updates on the evolving risk landscape and related controls and mitigation activity. In addition to reporting on financial risks, company leaders provide regular updates regarding key non-financial risks including cybersecurity, data privacy, legal compliance and environmental risks, among others.

For climate-related physical risks, our facilities team assesses property risks to estimate the probable impact of hazards such as hurricanes, floods, water scarcity, extreme heat and extreme cold, which are increasing in frequency and severity due to climate change. ICON's business continuity standards identify baseline requirements for implementing disaster recovery and enhancing overall resilience to help ensure our preparedness and capability of recovery in the event of a significant business disruption that may affect our ability to meet customer expectations. At the facility

level, business groups and site managers have their own processes and a business resilience plan. These plans are prepared with the support of local leaders and management, and are submitted for regular audits and assessments. When risks are identified, the committee proposes approaches to mitigate, transfer, accept or control the identified risks and opportunities. Risk mitigations are considered in the context of business continuity and service resilience, with a focus on the scope of impact (e.g. reputational, regulatory and cost), potential return on investment and time and resources required to implement change.

ICON's Quality and Risk Forum, consisting of key executives across the business including ICON's CEO, evaluates quality-related risks across the business from patient safety, data integrity and compliance perspectives. ICON's internal audit team reviews financial and operational risks across the company during the audit planning process. Throughout the year, the audit team tests controls and mitigation measures for effectiveness. As the risk landscape evolves, we continue to update and strengthen our risk management processes in response to those changes impacting our business.



Learn more about how we manage risks in our [2021 20-F](#).





## Tax transparency

ICON acts responsibly and with integrity in all tax matters. We are committed to observing all applicable laws, rules and regulations in meeting our tax compliance, reporting (including country-by-country reporting as required by the OECD BEPS initiative) and payment obligations. These responsibilities are managed on a jurisdictional basis by appropriate internal and external resources with global oversight from central and specialised tax and finance teams.

Responsibility for ICON's overall tax strategy sits with the Chief Financial Officer (CFO) with oversight from the Board of Directors. The ICON Tax Team, comprised of tax professionals with relevant qualifications, experience, training and understanding of ICON's operations, is responsible for implementing the tax strategy.

As a global business, ICON pays a significant amount of tax worldwide, including corporate income tax, sales taxes and employer social security taxes. In addition, ICON collects and remits to local tax authorities the employment and social security taxes deducted from employee remuneration and indirect taxes, such as VAT applied to sales.

We fully disclose the facts and information necessary for tax authorities to determine the full amount of ICON's tax liabilities. Furthermore, ICON aims to maintain transparent and cooperative relationships with the tax authorities in each of the jurisdictions and responds to tax authorities' enquiries promptly.

Additional information regarding ICON's tax-related risk management is available in our 20-F.



Read our [Global Tax Policy Statement](#)



# Our commitment to quality

Quality is the cornerstone of our success as a leading CRO and is vital to our mission of bringing better medications to patients worldwide. ICON is committed to maintaining, supporting, checking and improving our quality systems to exceed the standards demanded by our customers, patients and regulatory authorities.

## ● Spotlight on quality

### Select quality management activities, 2021

  
**906**  
Customer audits

  
**2,433**  
Internal audits

  
**232**  
Supplier audits

  
**143**  
Regulatory inspections

The key to ICON’s growth and success has been our ability to deliver services of the highest quality to our customers consistently. Recognising the need to obtain high-quality data throughout every step of the drug development process, ICON has instilled a total commitment to quality in its management teams since its inception.

ICON is committed to meeting the highest standards of conformance to good clinical practice (GCP), good pharmacovigilance practice (GVP), good manufacturing practice (GMP), good laboratory practice (GLP) and good clinical laboratory practice (GCLP) requirements. Our commitment ensures that ICON’s services meet these practices, as well as the highest ethical standards, relevant regulatory requirements and our contractual obligations.

We maintain an industry-leading quality management system (QMS) to deliver on our high standards. The QMS is reviewed regularly to ensure that it is current and functioning effectively. Through audits and data analytics, signals can be detected and issues can be proactively addressed to make better business decisions and mitigate quality and compliance risks.

## Elements of our global Quality Management System

Regulatory inspection management  
Corporate compliance assessments  
Complaint management  
Deviation & issues management

Policy & SOP management  
Change controls  
ISO standards management  
Training management  
Records retention management  
QMS management



Quality consulting  
Strategic alliance quality management  
Quality agreements management  
Vendor QA

Corporate risk management oversight committee  
Risk analysis & mitigation  
Key quality control matrix management  
Key quality control testing  
Decision analytics and risk scenario planning

Key quality & risk  
Functional quality



## Oversight of the Quality Management System

The Quality and Compliance (Q&C) department provides oversight for the QMS.

ICON's Q&C department functions independently of our clinical operations organisation, reports directly to ICON's Chief Administrative Officer and General Counsel (CAO) and to ICON's executive leadership team through a formal governance structure.

**Global QA functions** are responsible for conducting internal audits on ICON projects, processes, systems and procedures, critical vendor audits and customer contracted audits to assure compliance with relevant regulations and guidelines, customer requirements and applicable SOPs, together with oversight of the Corrective and Preventative Action (CAPA) management process. Audits are conducted across projects, processes, departments and offices as appropriate under annual internal audit programs. Global Q&C is also responsible for hosting routine audits by customers and coordinating and hosting routine and unannounced regulatory inspections.

**The Q&C compliance group** provides oversight of regulatory inspections and customer/external audits of ICON and manages significant quality issues, external audit/inspection CAPAs and potential serious breaches.

**The Q&C governance group** maintains oversight of suspected scientific misconduct cases, coordination of Corporate Integrity Agreement programs and governance reporting to ICON leadership. The Policy and Procedures Management team is responsible for managing ICON's policies, procedures and document management system.

Q&C also manages pertinent ISO certifications and sponsor medical device audits. ICON Quality & Compliance personnel have expertise in GCP, GLP, GMP, CSV, GCLP, GVP, medical device quality systems and quality management systems.

## Building a culture of quality

ICON's Q&C department provides information and drives processes that facilitate faster and better decisions, but maintaining quality is ultimately everyone's job. We continually focus on fostering a culture across the company that embeds quality into daily interactions, from the words we say, to the behaviours we see, to how these interact to produce the sense that quality is infused across all aspects of the company.



Learn more about our  
[Quality Management System](#)





# Data and reporting

**As ICON continues our ESG journey, we seek to further increase transparency and accountability to our employees, our customers, our investors and other stakeholders.**

To that end, we are aligning our ESG reporting with recognised frameworks. This report has been prepared in accordance with the new 2021 GRI Sustainability Reporting Standards. The GRI Standards provide a globally recognised framework for companies to measure and communicate their economic, environmental, social, and governance performance.

In 2021, as a testament to our commitment to managing ICON responsibly and sustainably, we became a participant in the [United Nations Global Compact \(UNGC\)](#), a set of Ten Principles covering the areas of human rights, labour, environment and anti-corruption. This report serves as our first Communication on Progress. Our report also includes information regarding how ICON's ESG activity aligns with the the Task Force on Climate-Related Financial Disclosures Index (TCFD).

The performance data tables that follow provide additional economic, operational, environmental and workforce data to support GRI alignment and to provide transparency into our most important ESG issues. Data for 2021 integrates data from PRA Health Sciences. In some cases, previous year data also integrates legacy data from PRA Health Sciences. The data tables are footnoted accordingly. We do not include data from ICON's Global Public Health Services (GPHS) operations.

## **Inside this section:**

UN Global Compact Index

Task Force on Climate-related Financial Disclosures (TCFD) Index

ICON 2021 performance data

ICON 2021 GRI Content Index





# UN Global Compact Index

In 2021, we became a participant in the UN Global Compact. This index outlines where information related to how we are fulfilling the Ten Principles can be found in this report.

## Principle

## Where to find information in this report

### Human Rights

1.

Businesses should support and respect the protection of internationally proclaimed human rights; and

Our commitment to acting ethically: [Human rights and labour, pg. 57](#)

Our commitment to acting ethically: [Sustainable procurement pg. 59](#)

[Global Code of Ethical Conduct](#)

2.

Make sure that they are not complicit in human rights abuses.

Our commitment to acting ethically: [Human rights and labour, pg. 57](#)

Our commitment to acting ethically: [Sustainable procurement pg. 59](#)

[Global Code of Ethical Conduct](#)

### Labour

3.

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

[GRI, Index, pg. 75](#)

4.

The elimination of all forms of forced and compulsory labour;

Our commitment to acting ethically: [Human rights and labour, pg. 57](#)

Our commitment to acting ethically: [Sustainable procurement pg. 59](#)

5.

The effective abolition of child labour; and

Our commitment to acting ethically: [Human rights and labour, pg. 57](#)

Our commitment to acting ethically: [Sustainable procurement pg. 59](#)

[Global Code of Ethical Conduct](#)



# UN Global Compact Index, continued

Principle	Where to find information in this report
<b>Environment</b>	
<p><b>6.</b> The elimination of discrimination in respect of employment and occupation.</p>	<p><a href="#">Why patient diversity matters, pg. 25</a> <a href="#">Fostering diversity, inclusion and belonging, pg. 29</a></p>
<p><b>7.</b> Businesses should support a precautionary approach to environmental challenges;</p>	<p><a href="#">Our commitment to the SDGs, pg. 18</a> <a href="#">Minimising our environmental footprint, pg. 46</a></p>
<p><b>8.</b> undertake initiatives to promote greater environmental responsibility; and</p>	<p><a href="#">Our commitment to the SDGs, pg. 18</a> <a href="#">Minimising our environmental footprint, pg. 46</a></p>
<p><b>9.</b> encourage the development and diffusion of environmentally friendly technologies.</p>	<p><a href="#">Our commitment to the SDGs, pg. 18</a> <a href="#">Using in-home services, technology and partnerships to reach more patients, pg. 26</a> <a href="#">Minimising our environmental footprint, pg. 46</a></p>
<b>Anti-corruption</b>	
<p><b>10.</b> Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>Our commitment to acting ethically: <a href="#">Anti-bribery and anti-corruption, pg. 56</a> Our commitment to acting ethically: <a href="#">Sustainable procurement, pg. 59</a> <a href="#">Global Code of Ethical Conduct</a></p>



# Task Force on Climate-related Financial Disclosures (TCFD) Index

ICON now aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This index outlines where information for each of the TCFD's four pillars may be found in this report or in our other public reporting.

## Recommended disclosures

## Answer, cross-reference, omissions and explanations

### Governance

#### A.

Describe the board's oversight of climate-related risks and opportunities

[Our commitment to strong corporate governance, pg. 52](#)

[2021 Climate Change CDP Response \(Section C1.1b\)](#)

[2021 20-F, pg. 38](#)

#### B.

Describe management's role in assessing and managing climate-related risks and opportunities

[2021 Climate Change CDP Response \(Sections C1.2, C1.3.1\)](#)

[Minimising our environmental footprint, pg. 46](#)

[2021 20-F, pg. 38](#)

### Strategy

#### A.

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

[2021 Climate Change CDP Response \(Sections C2.1a, C2.3, 2.3a\)](#)

#### B.

Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

[2021 Climate Change CDP Response \(Sections C3.1, C3.5, C12.1a\)](#)

#### C.

Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

No response.



# Task Force on Climate-related Financial Disclosures (TCFD) Index, continued

## Recommended disclosures

## Answer, cross-reference, omissions and explanations

### Risk management

#### A.

Describe the organization's processes for identifying and assessing climate-related risks.

[Minimising our environmental footprint, pg. 46](#)

[2021 Climate Change CDP Response \(Sections C2.1, C2.2, C2.2a\)](#)

#### B.

Describe the organization's processes for managing climate-related risks.

[2021 Climate Change CDP Response \(Sections C2.1, C2.2\)](#)

#### C.

Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

[2021 Climate Change CDP Response \(Sections C1.21 & C2.2\)](#)

[2021 20-F, pg. 9](#)

### Strategy

#### A.

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

[2021 Climate Change CDP Response \(Sections C6, C7, & C8.2\)](#)

[ICON 2021 performance data, pg. 69](#)

#### B.

Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

[2021 Climate Change CDP Response \(Sections C5.2, C6.1, C6.3, C6.5, C7.1-6, & C10.1\)](#)

[ICON 2021 performance data, pg. 69](#)

#### C.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

[2021 Climate Change CDP Response \(Sections C4.1, C4.1a, C4.2\)](#)

[Minimising our environmental footprint, pg. 46](#)



# ICON 2021 performance data

	2021	2020	2019	2018	2017
<b>Workforce<sup>1</sup></b>					
Total employees <sup>2</sup>	38,065	15,938	14,965	14,059	13,567
<b>Workforce by gender</b>					
Male	10,468	4,696	4,484	4,254	4,088
Female	27,572	11,208	10,447	9,740	9,343
Not disclosed	21	34	34	65	136
Transgender	3	N/A	N/A	N/A	N/A
Other	1	N/A	N/A	N/A	N/A
<b>Workforce by geography</b>					
United States and Canada	14,255	5,551	5,257	4,951	4,791
Latin America	2,420	893	587	560	532
Europe	13,765	5,387	5,098	4,578	4,653
Asia Pacific	7,234	3,977	3,848	3,860	3,516
Africa	391	130	175	110	75

	2021	2020	2019	2018	2017
<b>Workforce by ethnicity (U.S. only)</b>					
White	7,435	2,738	2,654	2,551	2,547
Black	1,502	572	489	443	412
Asian	1,265	474	463	414	371
Hispanic	699	292	250	237	220
Native American	55	16	17	19	17
Other	250	79	70	73	75
Minorities in workforce (%)	34%	34%	33%	32%	30%
<b>Other workforce data</b>					
Employees receiving performance reviews <sup>3</sup> (%)	97%	96%	95%	97%	91%
Total iLearn course completions	2,879,734	810,037	729,928	683,686	574,855
Total learning hours	1,382,679	485,235	413,008	347,117	284,526
Learning hours per CRA	79	41	39	37	49
Employees unionised (U.S. only) <sup>4</sup> (%)	N/A	N/A	N/A	N/A	N/A
New roles filled with internal candidates (%)	29%	28%	27%	30%	21%
New roles filled through Graduate Development Program <sup>5</sup> (%)	5%	5%	2%	N/A	N/A
New roles filled by former ICON employees returning to the company <sup>6</sup> (%)	9%	5%	6%	N/A	N/A
<b>Management</b>					
Number of company executives <sup>7</sup>	19	16	16	18	19
Number of female executives <sup>7</sup>	5	3	3	3	3
Female directors and above <sup>8</sup> (%)	59%	56%	58%	57%	55%

	2021	2020	2019	2018	2017
<b>Management continued</b>					
Female VP-level and above (%) <sup>9</sup>	40%	39%	35%	33%	33%
Female managers and above (%) <sup>10</sup>	66%	65%	64%	63%	62%
Minorities in management (U.S. only - VP-level and above) (%) <sup>11</sup>	8%	7%	7%	8%	13%
<b>Board of Directors</b>					
Independent directors (%) <sup>12</sup>	83%	80%	80%	91%	83%
Number of women on Board	4	3	3	2	2
Women on Board (%)	33%	30%	30%	18%	17%

**Footnotes:**

- <sup>1</sup> In 2021, ICON acquired PRA Health Sciences. For data on PRA Health Sciences in 2017–2020, please see our combined 2020 ESG Report.
- <sup>2</sup> Total headcount includes employees and contractors.
- <sup>3</sup> Employee performance reviews occur on an annual basis.
- <sup>4</sup> Data for unionised staff is not collected.
- <sup>5</sup> We did not have any formal programs until 2019 when we did a Biometrics academy.
- <sup>6</sup> We did not report on re-hires before 2018, so data not available.
- <sup>7</sup> A level
- <sup>8</sup> A-C level
- <sup>9</sup> A-B level
- <sup>10</sup> A-D level
- <sup>11</sup> A-B level. Data are only available for 75% of US workforce.
- <sup>12</sup> Independent in accordance with NASDAQ rules



# ICON 2021 performance data

	2021	2020	2019	2018
<b>Environmental<sup>1,2</sup></b>				
<b>Electricity consumption (MWh)</b>	<b>40,202</b>	<b>38,357</b>	<b>42,798</b>	<b>43,705</b>
Percentage of electricity consumption from renewables	8%	9%	11%	N/A
<b>Total GHG emissions, all scopes (metric tons CO<sub>2</sub>e)<sup>3</sup></b>	<b>31,805</b>	<b>28,036</b>	<b>58,813</b>	<b>57,366</b>
Scope 1 (tCO <sub>2</sub> e) – Fuel & fugitive gases	2,213	2,050	1,950	1,827
Scope 2, location based (tCO <sub>2</sub> e) – Electricity	15,034	15,586	17,940	18,812
Scope 3 (tCO <sub>2</sub> e) – Business travel	14,558	10,401	38,923	36,726
Emissions intensity (tCO <sub>2</sub> e per million in revenue) <sup>4</sup>	3.15	2.95	3.39	3.77
Emissions intensity (tCO <sub>2</sub> e per full-time employee) <sup>4</sup>	0.45	0.52	0.92	0.69



Footnotes:

<sup>1</sup> Environmental data exclude business suites, Accellacare Network, and GPHS. Data from PRA Health Sciences are consolidated with ICON and have been included for all years.

<sup>2</sup> ICON uses The GHG Protocol Corporate Accounting and Reporting Standard to calculate GHG emissions inventory and Carbon Trust verified emissions.

<sup>3</sup> Totals may not sum due to rounding.

<sup>4</sup> Scopes 1 and 2 emissions only.

	2021	2020	2019
<b>Health and safety<sup>1</sup></b>			
Number of fatalities	0	0	0
Number of high-consequence work-related injuries	27	16	17
Total hours worked	21,527,436	7,407,069	7,409,631
Total recordable incident rate (TRIR) <sup>2</sup>	0.251	0.432	0.459

Footnotes:

<sup>1</sup>2019-2020 data do not include legacy PRA data.

<sup>2</sup>This rate is calculated based on 200,000 hours worked.

	2021
<b>Additional workforce data<sup>1</sup></b>	
Total workers	38,065
Number of employees	37,703
Number of contractors <sup>2</sup>	362
<b>Workforce by type</b>	
Permanent	36,984
Temporary	719
Non-guaranteed hours	362
<b>Workforce by status</b>	
Full-time	36,026
Part-time	2,039
<b>Workforce by age</b>	
<30 years old	7,480
30-50 years old	23,571
50+ year old	7,014

Footnotes:

<sup>1</sup> ICON has begun reporting workforce data according to additional categories this year in accordance with the new GRI standards.

<sup>2</sup> ICON uses contractors to augment general staff when necessary.



# ICON 2021 GRI Content Index

<b>STATEMENT OF USE</b>		ICON plc has reported in accordance with the GRI Standards for the period January 1, 2021 to December 31, 2021.				
<b>GRI 1 used</b>		GRI 1: Foundation 2021				
<b>Applicable GRI Sector Standard(s)</b>		None.				
GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>General Disclosures</b>						
GRI 2: General Disclosures 2021	2-1	Organisational details	<a href="#">2021 20-F, pg. 51-56, 85</a>			
	2-2	Entities included in the organization's sustainability reporting	<a href="#">2021 20-F, pg. 24-25, 51-56, 113</a> <a href="#">About this report, pg. 3</a>	Unless otherwise noted, this report excludes the Global Public Health Services (GPHS) division of ICON. GPHS is included in our financial reporting.		
	2-3	Reporting period, frequency and contact point	GRI Index	This report includes events from the period January 1, 2021 - December 31, 2021. The report was published 6 September 2022. For questions about this report, please email <a href="mailto:sustainability@iconplc.com">sustainability@iconplc.com</a> .		
	2-4	Restatements of information	GRI Index	ICON recalculated PRA Health Sciences' GHG emissions using ICON's methodology and conversion factors, resulting in slight changes to the carbon data from last year's combined report. This year's data are combined data from the two organisations; in last year's report, data were reported separately.		
	2-5	External assurance	<a href="#">Link to Carbon Trust Assurance Statement</a>	ICON asked Carbon Trust Assurance Limited (CTA) to provide an independent, external assurance on our global operations' Scope 1 and 2 GHG emissions. CTA performed the assurance in accordance with their methodology based on ISO 140643. The scope of the assurance included approximately 150 sites during the reporting period. Additional information can be found in the Assurance Statement.		
	2-6	Activities, value chain and other business relationships	<a href="#">Who we are, pg. 4</a> <a href="#">2021 20-F, pg. 1, 45, 61, 79, 98, 102, 121</a>			
	2-7	Employees	<a href="#">Who we are, pg. 4</a> <a href="#">ICON 2021 performance data, pg. 69</a>			
	2-8	Workers who are not employees	<a href="#">ICON 2021 performance data, pg. 69</a>			



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>General Disclosures</b>						
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	<a href="#">Our commitment to strong corporate governance, pg. 52</a> <a href="#">2021 20-F, pg. 69-72, 78-80</a> <a href="#">ICON Board of Directors Webpage</a>			
	2-10	Nomination and selection of the highest governance body	<a href="#">2021 20-F, pg. 79</a> <a href="#">2022 Notice of AGM and Proxy Materials</a>			
	2-11	Chair of the highest governance body	<a href="#">ICON Board of Directors Webpage</a> <a href="#">2021 20-F, pg. 80</a>			
	2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">2021 20-F, pg. 79</a> <a href="#">Our commitment to strong corporate governance, pg. 52</a>			
	2-13	Delegation of responsibility for managing impacts	<a href="#">Our commitment to strong corporate governance, pg. 52</a>			
	2-14	Role of the highest governance body in sustainability reporting	<a href="#">Our commitment to strong corporate governance, pg. 52</a>			
	2-15	Conflicts of interest	<a href="#">Our commitment to acting ethically, pg. 55</a> <a href="#">Global Code of Ethical Conduct</a> <a href="#">2021 20-F, pg. 154-155</a>			
	2-16	Communication of critical concerns	<a href="#">2021 20-F, pg. 49</a>			
	2-17	Collective knowledge of the highest governance body	<a href="#">The values that guide us, pg. 5</a>			
	2-18	Evaluation of the performance of the highest governance body	<a href="#">2021 20-F, pg. 79</a>			



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
<b>General Disclosures</b>						
GRI 2: General Disclosures 2021	2-19	Remuneration policies	<a href="#">2021 20-F, pg. 72-73</a>	2-19-b	Information unavailable or incomplete	We do not formally link executive compensation to ESG performance.
	2-20	Process to determine remuneration	<a href="#">2021 20-F, pg. 73</a>			
	2-21	Annual total compensation ratio		2-21	Confidentiality constraints	We do not publicly disclose median employee salary.
	2-22	Statement on sustainable development strategy	<a href="#">Leadership message, pg. 2</a>			
	2-23	Policy commitments	<a href="#">Our commitment to ESG, pg. 13</a> <a href="#">Our commitment to acting ethically, pg. 55</a> <a href="#">Global Code of Ethical Conduct</a>			ICON communicates policy commitments through its website and ESG report for external stakeholders and through a dedicated ESG intranet page and internal communications for internal stakeholders. We engage promptly with any stakeholder who has questions about our policy commitments.
	2-24	Embedding policy commitments	<a href="#">Our commitment to strong corporate governance, pg. 52</a> <a href="#">Global Code of Ethical Conduct</a> <a href="#">Global Supplier Code of Conduct</a> <a href="#">Anti-Slavery and Human Trafficking Statement</a>			
	2-25	Processes to remediate negative impacts	<a href="#">Our commitment to acting ethically, pg. 55</a> <a href="#">Global Code of Ethical Conduct</a>			
	2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Global Code of Ethical Conduct</a> <a href="#">Speak Up and Ethics Line, pg. 56</a>			
2-27	Compliance with laws and regulations	GRI Index			We define significant instances as requiring disclosure in our Form 20-F. There have been no significant instances of non-compliance with laws and regulations during the reporting period.	



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-28 Membership associations	GRI Index			
		<p><b>ICON is a member of associations across the globe, including the following:</b></p> <ul style="list-style-type: none"> <li>– ACRO - Association of Clinical Research Organizations</li> <li>– Argentina- CAOIC- Cámara Argentina de Organizaciones de Investigación Clínica/Argentine Chamber Clinical Research Organizations</li> <li>– Australia - The Association of Regulatory and Clinical Scientists to the Australian Pharmaceutical Industry</li> <li>– Belgium - BeCRO - Belgian Association of CROs</li> <li>– Brazil - ABRACRO- Associação Brasileira de Organizações Representativas de Pesquisa Clínica/ Brazilian Association of CROs</li> <li>– China- DIA CHINA Clinical trial Project management</li> <li>– China - Taipei Biotechnology Service &amp; Business Trade Association</li> <li>– Czech Republic - ACRO-CZ - Association of CROs Czech Republic</li> <li>– European Federation of Pharmaceutical Industries and Associations - Partner in Research</li> <li>– France - AFCROs- Association Française des CROs</li> <li>– Germany - BVMA - Bundesverband Medizinischer Auftragsinstitute/ Federal Association of Contract Research Organisations Germany</li> <li>– Good Clinical Practice Network</li> <li>– Hungary - MKVT- Magyarországi Klinikai Vizsgálatszervező Társaságának</li> <li>– Irish Platform for Patient Organisations, Science &amp; Industry- IPPOSI</li> <li>– Italy - AICRO -Italian Association of CROs</li> <li>– Japan - JCROA - Japan CRO Association</li> <li>– Japan Society of Quality Assurance (JSQA)</li> <li>– Japan - KPIA- Kansai Pharmaceutical Industries Association</li> <li>– Korea - KSCD- Korea Society for Clinical Development</li> <li>– Latvia - Latvijas Klīniskās pētniecības asociācija Latvian Clinical Research association</li> <li>– Lithuania - Lietuvos Geros klinikinės ir reguliavimo praktikos asociacija</li> <li>– Netherlands - ACRON - Association of Clinical Research Organisations in The Netherlands</li> <li>– Peru - APOICC- Asociación Peruana de Organizaciones de Investigación Clínica por Contrato</li> <li>– Philippines - PCRP- Philippine Clinical Research Professionals</li> <li>– Poland - POLCRO - Polish Association of Clinical Research Organizations</li> <li>– Romania- ACCSCR -The Association of Companies Conducting Clinical Trials in Romania</li> <li>– Russia - ACTO - Association of Clinical Trials Organizations Russia</li> <li>– Serbia - UUIOS</li> <li>– Slovakia - SACROP - Slovak Association of Clinical Research Organizations and Professionals</li> <li>– South Africa - SACRA - South Africa Clinical Research Association</li> <li>– Spain - AECIC - Spanish Association of Contract Research Organisations</li> <li>– Taiwan - Taiwan Clinical Research Association</li> <li>– Thailand - Association of Clinical Research Organization in Thailand</li> <li>– Turkey - SAKDER - Sözleşmeli Arastırma Kuruluşları Derneği</li> </ul>			



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	<a href="#">Our commitment to ESG, pg. 13</a> <a href="#">Engaging our stakeholders, p. 17</a>		
	2-30	Collective bargaining agreements	GRI Index	2-30-a	Information unavailable or incomplete
<b>Material topics</b>					
GRI 3: Material Topics 2021	3-1	Process to determine material topics	<a href="#">Our ESG priorities, pg. 15</a>		
	3-2	List of material topics	<a href="#">Our ESG priorities, pg. 15</a>		
<b>Access to clinical trials<sup>1</sup></b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Driving patient centric innovation, pg. 22</a>		
<b>Advancing public health<sup>1</sup></b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Our commitment to advancing public health, pg. 20</a>		
<b>Climate change, energy and GHGs</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Minimising our environmental footprint, pg. 46</a>		
GRI 302: Energy 2016	302-1	Energy consumption within the organization	<a href="#">Minimising our environmental footprint, pg. 46</a> <a href="#">ICON 2021 performance data, pg. 69</a>		
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	<a href="#">Reducing carbon emissions, pg. 47</a> <a href="#">ICON 2021 performance data, pg. 69</a>		
	305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Reducing carbon emissions, pg. 47</a> <a href="#">ICON 2021 performance data, pg. 69</a>		

<sup>1</sup> These material issues do not align with any GRI topic standards.



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Climate change, energy and GHGs, continued</b>					
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Reducing carbon emissions, pg. 47</a> <a href="#">ICON 2021 performance data, pg. 70</a>		
	305-4	GHG emissions intensity	<a href="#">Reducing carbon emissions, pg. 47</a> <a href="#">ICON 2021 performance data, pg. 70</a>		
	305-5	Reduction of GHG emissions	<a href="#">Reducing carbon emissions, pg. 47</a> <a href="#">ICON 2021 performance data, pg. 70</a>		
<b>Clinical trial ethics and conduct<sup>1</sup></b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Driving patient centric innovation, pg. 22</a>		
<b>Diversity, inclusion and belonging</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Fostering diversity, inclusion and belonging, pg. 29</a>		
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	<a href="#">Fostering diversity, inclusion and belonging, pg. 29</a> <a href="#">ICON 2021 performance data, p. 69</a>		
<b>Employee experience</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Caring for our employees, pg. 36</a>		
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Caring for our employees, pg. 36</a>		
<b>Talent management</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Managing talent, pg. 34</a>		
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	<a href="#">Managing talent, pg. 34</a>		

<sup>1</sup> These material issues do not align with any GRI topic standards.



# ICON 2021 GRI Content Index

GRI STANDARD/OTHER SOURCE/DISCLOSURE	LOCATION	COMMENT OR OTHER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Additional GRI topic standards reported<sup>2</sup></b>					
GRI 403: Occupational Health and Safety 2018	403-1	Worker representation in formal joint management-worker health and safety committees	<a href="#">Ensuring employee health and safety, pg. 39</a>		
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<a href="#">Ensuring employee health and safety, pg. 39</a>		
	403-3	Workers with high incidence or high risk of diseases related to their occupation	<a href="#">Ensuring employee health and safety, pg. 39</a>		
	403-4	Health and safety topics covered in formal agreements with trade unions	<a href="#">Ensuring employee health and safety, pg. 39</a>		
	403-5	Worker training on occupational health and safety	<a href="#">Ensuring employee health and safety, pg. 39</a>		
	403-6	Promotion of worker health	<a href="#">Caring for our employees, pg. 36</a>		
	403-9	Work-related injuries	<a href="#">ICON 2021 performance data, pg. 69</a>		
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Our commitment to quality, pg. 62</a>		All of our clinical trials are assessed for patient health and safety impacts as part of our commitment to ethics and quality.
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Data privacy and security, pg. 58</a>		

<sup>2</sup> We report additional GRI topic standards to align with previous reporting or provide information requested by certain stakeholders.



## Cautionary statements regarding forward-looking statements

This ESG Report contains forward-looking statements. These statements are based on management's current expectations and information currently available, including current economic and industry conditions. These statements are not guarantees of future performance or actual results, and actual results, developments and business decisions may differ from those stated in this ESG Report. The forward-looking statements are subject to future events, risks, uncertainties, and other factors that could cause actual results to differ materially from those projected in the statements, including, but not limited to, changes in regulations and law, severe weather events or the effects of climate change, the integration of new business mergers and acquisitions, the impact of pandemics on our business, as well as other economic and global market conditions and other risks and uncertainties detailed from time to time in SEC reports filed by ICON, all of which are difficult to predict and some of which are beyond our control. For these reasons, you should not place undue reliance on these forward-looking statements investing in or doing business with ICON. Forward-looking statements may be identified by the use of future tense or other forward-looking words such as "believe," "expect," "anticipate," "should," "may," "strategy," or other variations or comparable terminology. Forward-looking statements are only as of the date they are made, and we do not undertake any obligation to update publicly any forward-looking statement, either as a result of new information, future events or otherwise. More information about the risks and uncertainties relating to these forward-looking statements may be found in SEC reports filed by ICON and/or PRA, including their respective annual reports and other SEC filings, which are available on the SEC's website at <http://www.sec.gov>.







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#### **About ICON**

ICON is a world-leading healthcare intelligence and clinical research organisation. From molecule to medicine, we advance clinical research, providing outsourced development and commercialisation services to pharmaceutical, biotechnology, medical device and government and public health organisations. We develop new innovations, drive emerging therapies forward, and improve patient lives. With headquarters in Dublin, Ireland, ICON operates from 119 locations in 53 countries and has approximately 40,500 employees as of 1 September 2022.

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