

ICON CARES

2022 ESG Report



Table of contents



Leadership message	3	Environment: Conducting business sustainably	44
		Minimising our environmental footprint	46
		Engaging employees on sustainability	51
Who we are	4	Governance: Committed to doing the right thing	53
Own it at ICON: The values that guide us	5	Our commitment to strong corporate governance	54
Key ESG commitments and recognitions	6	Our commitment to acting ethically	58
		Our commitment to quality	67
What we do	7	About this report	69
ICON: Powered by Healthcare Intelligence	7		
Our customers	8	Data and reporting	70
Molecule to Medicine	9	ICON 2022 performance data	71
		Global Reporting Initiative (GRI) Index	75
2022 highlights	10	Task Force on Climate-related Financial Disclosures (TCFD) Index	86
		Sustainability Accounting Standards Board (SASB) Index	88
ICON Cares: Embedding ESG	11	ICON 2022 UN SDG Index	91
ICON Cares: A force for good	12		
Engaging our stakeholders	13	Cautionary statements	95
Our ESG priorities	14		
Social: The power of our people	17		
Our commitment to advancing public health	18		
Our commitment to our employees	27		
Our commitment to strengthening our communities	41		

Leadership message

Dear readers,

At ICON, we recognise that conducting business sustainably is essential in helping to protect the future health of our people, our patients and our planet. Today, ICON is a world-leading clinical research organisation (CRO) with a singular focus on clinical research and commercialisation. This ESG report shows what we can achieve for our customers, people, patients and communities as a leader in the industry.

We are powered by Healthcare Intelligence—a synthesis of our unique experience, expertise, data and technologies. This drives the value we deliver through fully customisable solutions across every phase of clinical research and drug development. It drives new innovations and enables us to develop more effective ways of carrying out our work.

Our commitment to becoming the Healthcare Intelligence partner of choice will enhance both our operational and ESG performance.



As a testament to the progress we are making with our ESG program, ICON received a silver medal in 2022 from business sustainability ratings expert EcoVadis, with a score that put us in the 87th percentile.

As we continue to make progress, we are proud to announce that we have signed our commitment letter to the Science Based Targets initiative (SBTi), our first

step in setting science-based climate targets. In the coming years, we will submit our targets for validation by the SBTi.

In January 2023, we launched [ICON Cares](#), our ESG program identity to showcase our ESG activities and progress and engage with our stakeholders. ICON Cares is designed to demonstrate our commitment to ESG and integrates our strategy for advancing the seven key ESG priorities we identified in 2021. ICON Cares is a holistic approach which incorporates ESG, Diversity, Inclusion and Belonging and CSR initiatives into one program.

There's a common thread running through every advancement at ICON: our people. Among our many ambitious goals, we strive to empower talented employees from diverse backgrounds to do important work, shape the future of healthcare and reach their full potential. Their talent, passion and energy will further our evolution as a leading Healthcare Intelligence organisation. There is always progress to be made—our goal is to create the best environment to realise as much change as possible.

Kind regards,

Steve Cutler
Chief Executive Officer, ICON plc



Who we are

Inside this section:

Own it at ICON: The values that guide us

Key ESG commitments and recognitions

What we do

2022 highlights



Own it at ICON: The values that guide us

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

In 2022, we demonstrated our commitment to these ideals by hosting [Wake Up to Culture](#), our annual global employee event to celebrate our culture and connect with our values.

At the heart of Own it at ICON are the four foundational values that define ICON’s culture and guide our daily work and interactions: integrity, agility, collaboration 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, Own it at ICON means that we approach our customers’ challenges as our own and adopt solutions-oriented approaches to addressing them. Our talented team members are encouraged to be proactive and bring flexibility, innovation and determination as they apply their individual and collective expertise to the fullest in every situation.



Key ESG commitments and recognitions



ICON is a signatory of the United Nations Global Compact and a regular participant in EcoVadis and CDP (formerly the Carbon Disclosure Project) assessments. Additionally, we collaborate with organisations across the world to advance our mission and vision. A listing of our key partnerships can be found in the [SDG Index](#).

Our collective focus on excellence has garnered attention within and beyond our industry. In 2022, ICON was recognised for our leadership in contract research, technological innovation, ESG 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 include the following:

ESG:



Climate Change score C



64/100 silver medal



Low risk rating

Leadership:



Ranked 80 out of 850 companies



ICON wins for the fourth time in six years

Technological innovation:



Category of Data Analytics/Business Intelligence for [OneSearch](#), a site selection system powered by [ICON's data integration tool](#)

Employer of choice:



ICON wins for the third time in five years



Third consecutive year



Second consecutive year



See a [full listing](#) of ICON's awards on our website.

What we do

ICON: Powered by Healthcare Intelligence

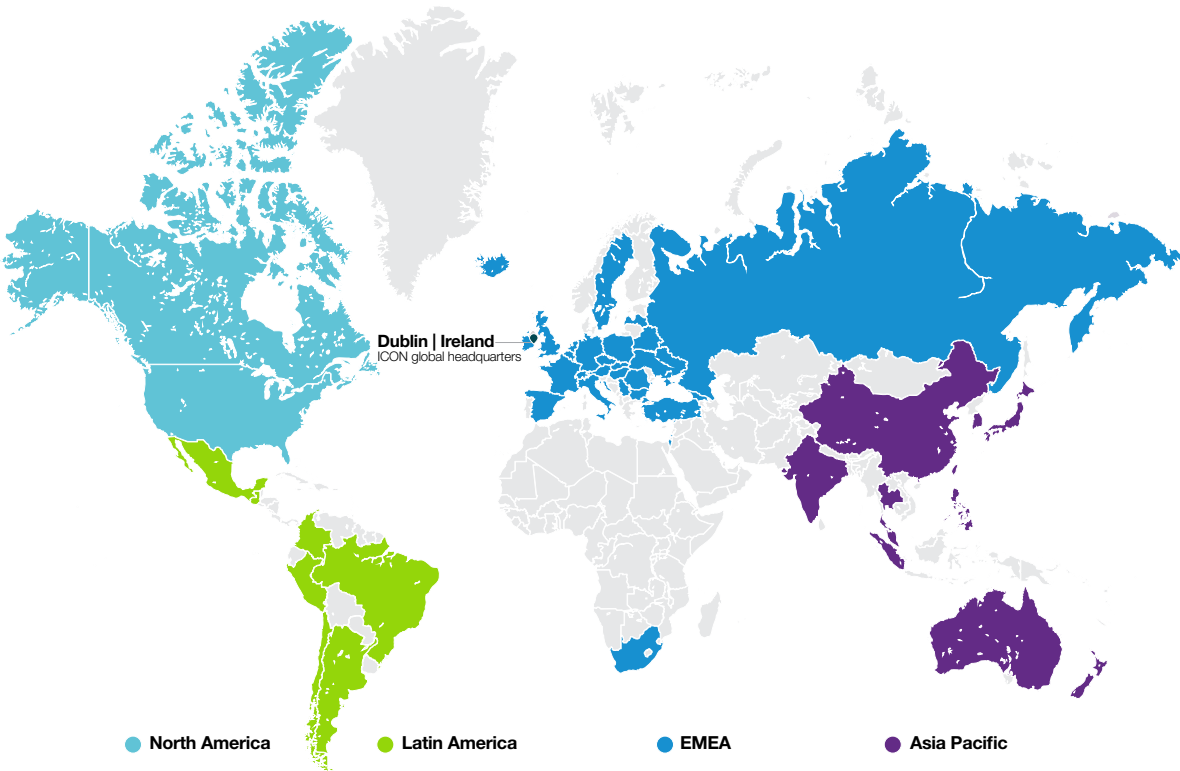
ICON is a clinical research organisation (CRO) powered by Healthcare Intelligence. With a singular focus on clinical research and commercialisation, ICON sets the standard for clinical research and envisions being the Healthcare Intelligence partner of choice by delivering industry-leading solutions and best-in-class performance in clinical development.

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.

We now have more than 41,000 employees in more than 100 locations across over 50 countries. Through organic growth and strategic acquisitions, ICON has developed into a leading organisation that leverages our collective experience, expertise, data, insights and technology to proactively solve today’s challenges without losing sight of their impact on tomorrow.

Better outcomes

ICON’s offerings drive better outcomes across the clinical development lifecycle. We specialise in the strategic development, management and analysis of programs from compound selection to Phase 1-4 clinical studies, with the flexibility to manage both local and global clinical trials. ICON’s service portfolio includes integrated clinical, commercialisation and consulting services, global presence, in-depth therapeutic expertise and data-driven healthcare technology. Our cutting-edge solutions, including [decentralised clinical trial](#) (DCT) options and remote patient monitoring, propel access to and diversity in clinical trials to accelerate the development of innovative medicines, save lives and improve quality of life.



Our customers

ICON's customers span pharmaceutical, biotech, medical device and diagnostics, governments and public health sectors. 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 and the innovative development of our capabilities, as well as investment in technology and research and development to meet evolving customer needs. 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. Collaborating with our customers, we deliver both standalone functional services and fully integrated service solutions to enhance data integration and program management and accelerate clinical development.



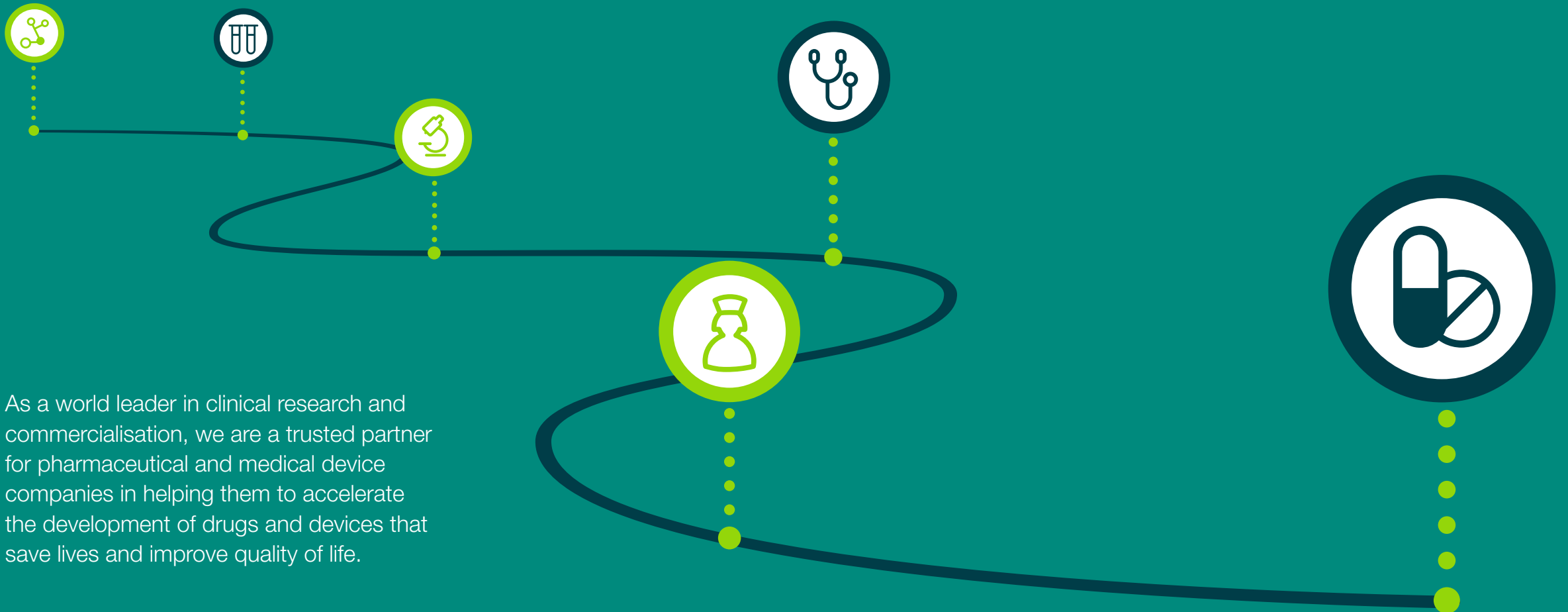
For more details, [read](#) ICON's 2022 20-F SEC filing.



[Watch this video](#) to learn more about ICON



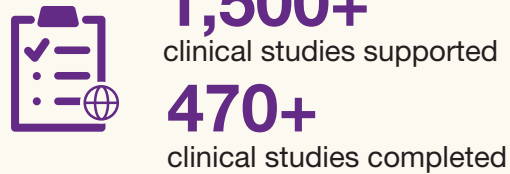
Molecule to Medicine



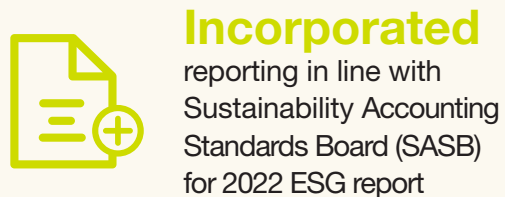
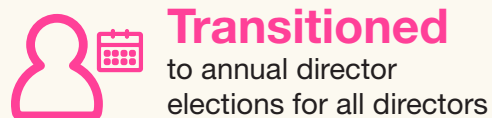
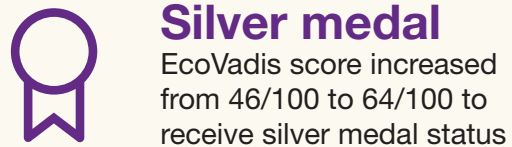
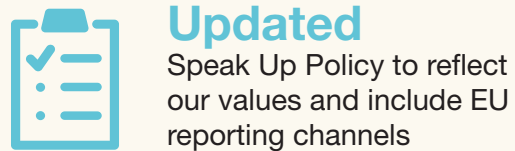
As a world leader in clinical research and commercialisation, we are a trusted partner for pharmaceutical and medical device companies in helping them to accelerate the development of drugs and devices that save lives and improve quality of life.

2022 highlights

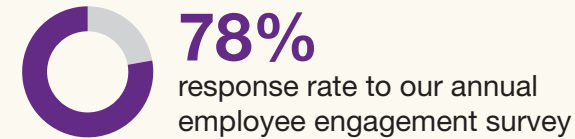
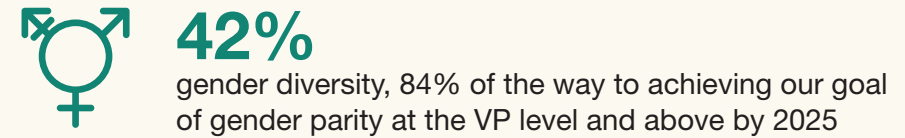
ICON: Intelligence to impact



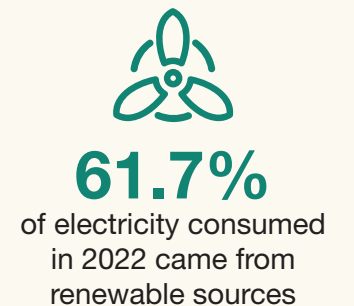
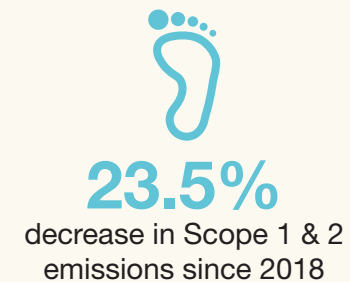
Governance: Committed to doing the right thing



Social: The power of our people



Environment: Conducting business sustainably



ICON CARES

Embedding ESG

Inside this section:

ICON Cares: A force for good

Engaging our stakeholders

Our ESG priorities



ICON Cares: A force for good

At ICON, we care about conducting business sustainably and playing a role in combatting climate change. We care about our people and creating a workplace focused on diversity, inclusion and belonging. We care about positively impacting patients' lives and bringing our collective expertise and innovation together to increase access to clinical trials across all populations and drive better patient outcomes. We care about strengthening our communities in which we live and work. We care about doing the right thing. By living our values of integrity, agility, collaboration and inclusion, we work to the highest ethical standards and demonstrate our commitment to honesty, transparency and quality. All of this made it simple to choose a name for our ESG program: ICON Cares.

Launched at the start of 2023, ICON Cares brings together all our ESG, Diversity, Inclusion and Belonging (DIB) and Corporate Social Responsibility (CSR) initiatives under one umbrella. Uniting these previously separate initiatives helps us ensure consistency, enhance monitoring, uncover areas for development and facilitate reporting.

In many ways, ICON Cares is a pledge to achieve more together. As a company of over 41,000 people working across more than 50 countries, we have an enormous opportunity to put our expertise, experience and human kindness into action as a force for good. We believe that as a company, we can:

- Reduce our carbon emissions and energy use with environmental targets and sustainable offices
- Create a workplace where people of all backgrounds feel welcome and have opportunities to thrive
- Drive better patient outcomes
- Support our communities
- Conduct business in ways that meet the highest ethical standards and demonstrate our commitment to honesty, transparency and quality

Under the ICON Cares program, our leadership team remains highly engaged in providing oversight for ESG strategy, progress and initiatives. ICON's ESG program office delivers centralised reporting and tracking of ESG initiatives and is supported by our ESG Committee, composed of management representatives across company divisions that execute, review and communicate updates on ESG-related activity on a regular basis.




ICON CARES

ENVIRONMENT
Conducting business sustainably

SOCIAL
The power of our people

GOVERNANCE
Committed to doing the right thing



 [Watch our video](#) to learn more about ICON Cares and to see our unified efforts in action.

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
Employees	<ul style="list-style-type: none"> Formal global surveys Targeted focus groups Internal digital channels Social media
Customers	<ul style="list-style-type: none"> Periodic surveys Customer ESG surveys and enquiries Ongoing partnership and dialogue
Academic partners	<ul style="list-style-type: none"> 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

Stakeholders	Engagement
Patients	<ul style="list-style-type: none"> Patient advocacy groups Group events Focus groups Mobile health platform Free testing Patient education/engagement tools developed with customers, partners and investigators
Investigators/physicians	<ul style="list-style-type: none"> Office visits Educational materials on specific trials Referral guidance Education around issues of diversity and inclusion, including implicit bias and cultural competencies
Communities and civil society	<ul style="list-style-type: none"> Neighbourhood events Partnerships with community, cultural, faith-based and advocacy organisations Social impact and community development initiatives
Stakeholders and investors	<ul style="list-style-type: none"> Quarterly earnings calls Investor presentations Roadshow participation Direct interaction SEC and NASDAQ filings

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, we understand our work affects many stakeholders in the healthcare industry. We prioritise innovative initiatives in those areas where we will have the greatest impact. The same is true for our ESG priorities.

As mentioned in our previous ESG Report, we engaged a specialty consulting firm, FrameworkESG, to undertake a “double materiality” assessment in 2021. A double materiality analysis examines ESG topics from two perspectives: financial materiality (how the topic impacts value creation) and impact materiality (how a company impacts the economy, environment and people). This process began with identifying a customised list of 20 ESG topics important to ICON. Using these we performed research, conducted surveys and carried out interviews with internal and external stakeholders (e.g., investors, Board, leadership, employees, customers) to determine our top ESG priority areas. The analysis was conducted in alignment with international reputable standards, such as the Global Reporting Initiative (GRI), and included input from other frameworks and standards such as the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB).

To ensure that we continue to focus on the areas of our business most important to our stakeholders, in 2022 we updated the previous assessment by reviewing industry best practices and assessing our performance according to ESG raters. The results of this process were presented to ICON’s Board of Directors and validated that our original seven priorities continue to be the most important areas for ICON to address in managing impacts on our business, people, the environment and our communities. While these seven priorities were highlighted in the assessment, each of the 20 ESG topics initially identified is important to ICON and covered in this report.

Our ESG goals:



Gender parity at the VP level and above by 2025



100% renewable electricity by 2025



20% reduction in electricity use by 2030













Net-zero carbon emissions on scopes 1 & 2 by 2030















Expand our collaboration with our suppliers to further develop our sustainable procurement program

Our ESG priorities

Material topics	What it means to ICON	SDGs	References
Access to clinical trials	Decentralised trials and remote patient monitoring to diversify participants and reach underserved and vulnerable populations.	    	Social: Our commitment to advancing public health, pg. 18 Social: Diversity in clinical trials, pg. 24 Social: Access to clinical trials, pg. 26
Diversity, inclusion and belonging	Pay equity, bias elimination training and increasing diversity among our patients, workforce, leadership team and Board, as well as in our supply chain.	  	Social: Diversity in clinical trials, pg. 24 Social: Access to clinical trials, pg. 26 Social: Fostering diversity, inclusion and belonging, p. 27 Governance: Our commitment to strong corporate governance, pg. 54
Advancing public health	Promoting robust healthcare systems and applying our research and expertise to global public health issues.	    	Social: Our commitment to advancing public health, pg. 18 Social: Driving patient-centric innovation, pg. 21 Social: Diversity in clinical trials, pg. 24 Social: Access to clinical trials, pg. 26
Clinical trial ethics and conduct	Responsible advertising and participant recruitment, improved trial design and quality and enhanced investigator recruitment and engagement.	  	Social: Our commitment to advancing public health, pg. 18 Social: Diversity in clinical trials, pg. 24 Social: Access to clinical trials, pg. 26 Governance: Our commitment to acting ethically, pg. 58

Our ESG priorities, continued

Material topics	What it means to ICON	SDGs	References
Climate change, greenhouse gases (GHGs) and energy	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.	  	Environment: Conducting business sustainably, pg. 45
Talent management	Improving recruitment and retention through succession and progression planning, new professional development opportunities and continuous learning options and mentoring and leadership programs.	  	Social: Fostering diversity, inclusion and belonging, p. 27 Social: Managing talent, pg. 32
Employee experience	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.	     	Social: Caring for our employees, pg. 36 Social: Ensuring employee health and safety, pg. 39 Environment: Engaging our employees on sustainability, pg. 50 Governance: Our commitment to acting ethically, p.58

These material topics 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.

Social: The power of our 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

At ICON, we focus on advancing public health by partnering with our customers to develop medicines and devices. We recognise that access to adequate healthcare is a fundamental human right and we are committed to progressing SDG 3: good health and wellbeing. Across the world, we've engaged an ever-growing number of clinical trial investigators and built long-lasting relationships with customers. By working together, we've made a measurable difference to improve the lives of patients. This continues to inspire our employees.

In 2022, we focused on creating a strong foundation that enables us to execute new and innovative methods for meeting patient needs and advancing public health. The result: ICON now has the size, scale and reach to continue this momentum.

We have better end-to-end solutions to streamline data collection and publication, moving beyond siloed operations toward holistic service offerings. We have also digitalised operations as a CRO, which enhances what we can offer patients and sponsors. Our ability to bring together different pieces of our operations in new ways is a tribute to the dedicated sharing and learning across the 41,000 people who help us to achieve our mission.

We take immense pride in our uniquely comprehensive service offering to support patient-centric clinical research. Our patient-centred services are focused on making it easier for the patient to access clinical research and support the patient journey throughout.

- [Site & Patient Solutions](#)
 - [Accellacare](#)
 - Site Network
 - [In-Home Services](#)
 - Site Resourcing
 - Patient Recruitment Services and Patient Insight
 - [FIRECREST](#)—patient education
- [Concierge Services](#)
 - Patient Advocacy Strategy—Rare Diseases
 - Patient-Centred Outcomes (PCO)

As we enhance our offerings, we continue to focus on forming partnerships and networks that increase patient access to clinical research, always with the end goal of improving and saving lives. We believe ICON's power lies in our ability to collaborate well and with integrity. In every aspect of drug development, we strive to be a gold standard partner—whether our partner is a large pharma company, a small biotech firm or a technology vendor.

2022 by the numbers:



ICON supported approximately
1,500+
clinical studies involving
428,000+ patients



ICON completed
470+
clinical studies involving
144,000+ patients



ICON support led to
13
product approvals

● **Spotlight: Ending workplace tuberculosis (TB)**

ICON is collaborating in the fight against tuberculosis (TB), the 13th leading cause of death worldwide and the second leading infectious killer after COVID-19. We've joined Ending Workplace TB (EWTB), a network of companies committed to improving the health of their workforce by raising awareness of TB, reducing stigmas and helping to build healthier workplaces.



Read the EWTB March4TB blog post [here](#).

In March 2022, to help raise awareness of TB leading up to World TB Day (24 March), 361 ICON colleagues joined the March4TB Step Challenge in support of EWTB. During the month, participating employees walked a total of 41,106,887 steps, with our top 3 steppers all walking more than 500,000 steps – amazing results!

In December 2022, we held a webinar discussion with EWTB experts and TB survivors, who shared personal experiences, the current research and new tools for diagnosis and treatment.



Learn more [here](#).

Our commitment to public health spans numerous 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:



Cardio-metabolic diseases



Oncology



Endocrinology



Ophthalmology



Gastroenterology



Paediatrics



Hepatology (including NASH)



Pulmonary/respiratory diseases



Infectious diseases



Rare and orphan diseases



Immuno-inflammation



Transplant and immunology



Neurosciences



Women's health

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

● **Spotlight: Opening a new clinical research unit in the Netherlands**

In March 2022, ICON, in partnership with the University Medical Centre Groningen (UMCG) and Triade, opened the Clinical Research Unit Groningen (CRU Groningen).

The UMCG is one of the largest hospitals in the Netherlands, where more than 13,000 employees provide patient care and medical education and perform cutting-edge scientific research focused on “healthy and active ageing”.

Our unique collaboration with the UMCG combines the expertise and infrastructure of an academic hospital with the commercial focus of a renowned clinical research organisation. As partners, we are enhancing the early phase studies performed within the UMCG while gaining the opportunity to conduct early-phase studies with patients who have moderate and severe illnesses, as well as studies with invasive assessments requiring a hospital environment.

The first three studies scheduled at the CRU Groningen are focused on researching a new treatment against Alzheimer’s disease, a heart defect and an autoimmune disease.

Combining our knowledge and expertise acts as a catalyst for the rapid, advanced and high-quality development of medicines. This strongly supports ICON’s mission to improve the lives of patients by accelerating the development of drugs and devices through innovative solutions.



Learn more about our facility in [this video](#).

● **Spotlight: Working toward RSV prevention**

ICON supported the development of our customer’s RSV vaccine that recently received Breakthrough Therapy Designation from the US FDA for older adults and infants (who are immunised by the vaccines being administered to pregnant women). The vaccine prevents RSV-associated lower respiratory tract illness in infants from birth to six months of age, as well as older adults.

RSV is a contagious virus, a common cause of respiratory illness and potentially life-threatening for young infants as well as immunocompromised and older adults.

We managed several Phase 1, 2 and 3 studies across the globe that informed the FDA decisions. No approved vaccines are currently available, and this candidate for RSV vaccination is getting closer to market. We’re proud of the project teams involved.



Driving patient-centric innovation

As a leading clinical research organisation, powered by Healthcare Intelligence, we are focused on using technology and partnerships to drive innovation and increase access to clinical trials. Greater diversity and participation in clinical trials advances the development of drugs and medical devices that improve patients' quality of life and save lives.

Clinical research occurs in a complex ecosystem. That is why we seek partnerships with customers and other stakeholders who share our ambition to improve patient experiences and outcomes.

To that end, we focus our innovation on factors that are critical to our customers. We develop integrated technologies to significantly enhance the efficiency and productivity of drug and device development programs, providing true transparency across all areas of a study.

We are focusing on innovation in three critical areas:



Improving clinical trial design and execution



Enabling faster and more predictable patient recruitment



Evolving clinical trials to be more patient-centric, which includes data collection and analysis directly from patients' digital devices

The journey from molecule to medicine involves many stakeholders, but we can only innovate on drug development when patients participate. To improve the patient experience and enhance their lives, we deliver [decentralised clinical trial](#) solutions with a range of services that reduce patient burden including In-Home Services and a unique offering of specialised Concierge Services. These services guide patients and support sites through the journey and are customised according to the characteristics of the study and integrated into the clinical trial process, reducing the administrative burden on trial sites.

Decentralised clinical trials enabled by technology support diversity, equity and inclusion within the trial population. At ICON, we have seen how the use of services that were not part of traditional trials such as remote digital monitoring has improved patient recruitment and diversity.

The [ICON Digital Platform](#) is an end-to-end solution to enable patient services throughout the clinical trial including; eConsent, In-Home Services, eCOA, Televisits, digital health technologies and supported by customised [Concierge Service](#) solutions. Its ease of use supports patient centricity and reduces the barriers to trial participation thus enhancing equity, diversity and inclusion.

● Spotlight: Remaining agile to meet ever-changing customer needs

The emergence of COVID-19 restricted in-person data monitoring capabilities in clinical trials, requiring the remote monitoring of electronic medical records. Simultaneously, a higher data volume and a shortage of skilled clinical research associates (CRAs) compounded the need for an innovative solution.

In response, ICON established our global remote monitoring CRA hub, which optimises drug development and ultimately benefits patients. The hub gives sponsors access to specialised CRAs in different locations and time zones, all located outside of the US and based on where clinical expertise is available and the infrastructure supports a remote hub.

CRAs perform source data review and source data verification as well as other monitoring through the remote hub. They work closely with in-country travelling CRAs.

Sponsors get the support they need for extended times in an effective, cost-efficient way. This program also ensures that patients are comfortable and safe throughout the trials and that continuity of various clinical trials is maintained.

The CRA remote hub also helps to:

- Reduce data backlog
- Resolve queries faster
- Clean data faster

● Spotlight: Implementing AI in a clinical trial setting

In 2022 ICON released a major AI enhancement to our proprietary [OneSearch](#) tool, which identifies the best sites for a trial opportunity. By doing so, OneSearch has transformed the critical clinical trial start-up phase, which gives us a competitive advantage and improves health outcomes for patients.

OneSearch synthesises multiple data sources, applying AI machine learning and rich data visualisation for optimum site identification. The result: improved study start-up and site cycle times, significant reductions in the percentage of low-performing sites and increases in the percentage of studies meeting planned First Patient In (the date by which the first patient should be enrolled in the trial). OneSearch also offers greater advanced machine learning algorithms, new healthcare intelligence data, new performance data and a major upgrade to the user interface.



Winner: **OneSearch**

Category: **Data Analytics/Business Intelligence**



● Spotlight: Rolling out a new protocol risk assessment tool

In June 2022, ICON launched the [Patient-Centric Protocol Risks Assessment Tool—Rare Diseases V2.0](#) as part of our Patient-Centric Trial Development Toolkit. Freely available to anyone, the tool aims to help those involved in the design and management of clinical trials in rare diseases. It identifies common risks that may exist and affect participants' ability to enrol and remain in a trial.

A team of experts at ICON and other patient advocacy stakeholders developed the tool over the course of 18 months. Since its introduction, we've seen wide adoption by sponsors, who in return report more patient-centric and efficient clinical trial designs and savings of amendments, time and money.

● Spotlight: Special care for our youngest patients

ICON's unique approach to paediatric clinical trials and their distinct challenges exemplifies our patient-centric focus.

Our fully dedicated paediatric team continually identifies innovative solutions for conducting trials in this population with a focus on the long-term health effects for the patients, families and caregivers and is available to all staff and customers working on studies involving children. For example, we have entered a relationship with Tasso, a company that has developed devices capable of taking much smaller (< 500 µL) blood samples painlessly, enabling us to acquire complete profiles from infants and neonates, for whom sample volume considerations are particularly important. A new partnership with PENTA will enable us to place our sponsors' trials in a wider range of locations and target their new medicines where they can be properly assessed.

ICON also works with a range of partners to help children and their families feel as comfortable as possible with the entire trial process. For example, we collaborate with Little Journey, a clinical trial support platform designed to help children and their families before, during and after healthcare interactions. Their award-winning smartphone app reduces anxiety while providing accessible, multi-faceted support for both the child and their caregiver.

Finally, we also aim to enact change on a larger scale, for example through feedback as part of ACRO's submission to the FDA on the draft guidance on Ethical Considerations for Clinical Investigators of Medical Products Involving Children.



[Learn more](#) about ICON paediatrics.

Diversity in clinical trials

Producing high-quality medicines and medical devices with the greatest benefits requires true diversity among clinical trial participants. We need data representing the entire spectrum of traits, such as race, ethnicity, sex, gender, age and genetics. This helps us understand how novel therapies will affect specific populations, or if any demographic may incur additional risks.

ICON's patient-centric philosophy includes a multipronged approach to increase the diversity of everyone involved with our clinical trials, including clinical trial participants, CRAs and investigators.

To start, **we build trust** with underserved patient communities by diversifying the make-up of our Accellacare Site Network clinical site staff. We host local events and offer free health services. We partner with community-based institutions to build our credibility and engage key influencers in specific communities as important research partners. With other partner sites, we employ a number of actions to set enrolment expectations that are demographically appropriate to each site, and we are prepared to tailor our support to each site's needs to reach their unique demographic goals. We also provide training on implicit bias and other cultural competencies and negotiate with our sites to make adjustments to their working practice if needed to accommodate the target demographic populations.

We simplify participation using services such as digital health technologies and in-home visits to make it easier for people to participate in clinical trials. We recommend a critical evaluation of the protocol to ensure it is challenged for broad inclusion. We also proactively reduce the logistical and financial burdens of trial participation. This may include helping parents or guardians get compensated for earnings lost from caring for a child who participates in a clinical trial.

When recruiting, **we focus our conversations** with sites on how they plan to recruit for their unique demography and ensure we can provide the tools they need. We drive outreach activity by developing awareness campaigns across different advertising platforms.

We factor patient feedback into the development of recruitment materials, which feature plain language and use images and messaging reflective of underrepresented populations. We recognise that education must be done within sites to ensure all staff understand the context and case for diversity of each trial and have unique materials to help orient patients who may be new to clinical research. Materials may include items such as "What is a clinical trial?" videos, Informed Consent summary guides and other tailored patient-facing supports.

We refine our approach using real world data to evaluate diverse patient population samples at or near sites. We also host paid focus groups, led by diverse persons, to enhance our understanding of unique barriers to clinical trial participation faced by the targeted demographic. We continually seek feedback on any procedures and criteria that may hinder enrolment for any given subgroup.

For 2023, ICON will focus on implementing ways to bring trials to participants, rather than having people travel long distances to trial sites. It is important that ICON visibly demonstrates our inclusivity value. For instance, we aim to ensure our clinic staff are more representative of the communities they serve.





● **Spotlight: New law aims to strengthen diversity in clinical studies**

Improving diversity in clinical trials is a top priority for both ICON and US legislators.

The Diverse and Equitable Participation in Clinical Trials (DEPICT) Act (enacted into law in January 2023 as part of the omnibus spending bill) requires enhanced data reporting on clinical trial demographics and an increase in resources—such as workshops and community health centre grants—to improve access to clinical trials in underrepresented communities. As an example, community health centres will receive grant funding to increase their capacity to participate in clinical trials and research.

Per the law's requirements, Investigational New Drug (IND) and Investigational Device Exemption (IDE) applicants will need to report clinical trial enrolment targets by demographic subgroup, including age, race, ethnicity and sex, and provide a rationale for those targets. They will also have to provide a Diversity Action Plan detailing the actions the sponsor will take, such as outreach and engagement strategies, to reach these enrolment targets.

The DEPICT Act is one of many recent regulatory developments, along with the Food & Drug Omnibus Reform Act (FDORA) and the MHRA Medicines & Medical Devices Act of 2021, that increase expectations of diversity in clinical trials.

ICON's expertise in clinical trial access and patient diversity fully equips us to help sponsors fulfil the requirements of the new law, which should prove beneficial to patients and sponsors alike. We have a centrally coordinated, cross-functional team to support strategy and recruitment among diverse populations that provides guidance and advice to our partners and teams at the partnership and portfolio levels that includes access to SMEs, templates/guides and toolkits for scalable execution.



Read the law in its entirety [here](#).

Access to clinical trials

Simplification leads to participation. This philosophy shapes much of our approach to clinical trials and drives successful outcomes for our customers.

At ICON, people collaborate across teams and departments to affect change in ways that improve access to clinical trials. We excel at supporting patients to make the process less burdensome. This includes bringing the research closer to them.

Our efforts on this front include the use of [mobile health technologies](#) for simplified monitoring. Wearable medical devices capture and transmit patient data remotely, which can increase clinical trial efficiency and patient engagement.

We also work to increase access for diverse populations by partnering with physicians, patient organisations, academic medical centres and others in the healthcare ecosystem. Through these partnerships, we can educate and engage a wider base of patients in the process of clinical research and development. Our partnerships prove invaluable for recruiting participants in clinical trials for the development of medicines for underserved and rare disease populations.

In the quest to meet patients where they are, ICON relies heavily on our global clinical research network, [Accellacare](#). This network offers our customers a wide range of standalone and integrated solutions at the site or in patients' homes as part of decentralised trials. The Accellacare Site Network encompasses more than 20 sites (and 50 affiliate sites) covering the US and Europe. Accellacare In-Home Services take study visits directly to patients where they live, work or study in all phases and therapeutic areas of clinical trials. This is ideal for patients with rare diseases and those who face barriers in getting to research sites.

In 2022, we continued to expand the Accellacare Site Network to increase access to and engagement with investigative sites and patients. The goal: faster recruitment and reducing the overall time and cost associated with drug development for customers. Accellacare now records nearly 1,000 home visits per month.

● Spotlight: Expanding clinical research as a care option

Together with Veradigm, a health information technology, analytics and intervention solutions company, ICON created the industry's leading electronic health records (EHR) -based clinical research network. This partnership exemplifies ICON's commitment to reducing barriers so more diverse patients can participate in clinical trials.

The partnership enables clinical research as a care option (CRAACO) by bringing ICON technology, processes and people to small practices across the US. The CRAACO model can help reach more diverse populations, increase recruitment rates and accelerate time-to-market for new therapies.

Key features that reduce the burden for physicians whilst increasing efficiency include:



Site training and staffing support



Pre-identification of patients and digital pre-screening



EHR to EDC (eSource) to reduce data entry and queries

Our commitment to our employees

ICON succeeds as a company thanks to thousands of devoted employees who deliver our services globally and ultimately help improve patient outcomes. In 2022, we set out to strengthen our teams with a heightened focus on diversity, inclusion and belonging (DIB), industry-leading talent management practices and employee health and safety initiatives.

Female representation by the numbers:

Overall ICON is 72% female and 28% male. As at 31 December 2022, female representation broken down at the management levels was as follows:



42%

VP level and above

57%

Directors and above

66%

Managers and above

Our goal is to achieve gender parity at the VP level and above by 2025. By the end of 2022, 59% of all promotions at VP level and above were female, bringing the total number of females at the VP level and above to 42%—**a two percentage-point increase from 2021**, indicating important progress toward our goal to achieve gender parity at the VP level and above by 2025.

Fostering diversity, inclusion and belonging

As a global, values-driven organisation, we acknowledge and celebrate our differences in gender, ethnicity, culture and abilities. Respecting diverse viewpoints and experiences is foundational to our interactions with each other and with our patients, customers and suppliers. Moreover, we strive to build teams that reflect the various geographies and communities in which we live and work and the patients we serve.

Our Diversity, Inclusion & Belonging (DIB) strategy revolves around four key ambitions:



Our patients: To make it easier for our patients to engage in clinical research



Our people: To foster a culture that is inclusive, collaborative and accountable where people from all backgrounds bring their best selves to work



Our customers: To maximise the impact of our efforts through collaboration with our customers



Our community: To support the advancement of health and wellbeing in all our communities

For each of these ambitions, ICON’s DIB Operating Committee brings together individuals from across the company to create and execute work streams that are committed to advancing our DIB strategy. A central team manages the overarching efforts, ensuring alignment and collaboration across each of the ambitions. Each ambition has a sponsor from ICON’s executive leadership team who advocates for and supports the agenda, in addition to providing leadership.



“When I think about DIB for me it’s quite simple. Diversity is having a seat at the table, Inclusion is having a voice and Belonging is having that voice be heard. Our aim is to establish a community where everyone feels safe to bring their whole selves to work.”

Mary O’Reilly (she/her/hers) | Vice President, Inclusion & Organisational Effectiveness

ICON promotes DIB through five community groups that bring 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.

The growth of community groups enabled ICON to retire the role of the 40 DIB advocates who were recruited from across the organisation to support leadership and the DIB Operating Committee with DIB strategy and activities. Now, all community group members and allies act as advocates across the company. Their aim: to align activities, promote events and share information back to their service lines.

● **Spotlight: Eye-opening event highlights company culture**


Employees around the world took time to think about, talk about and connect with ICON's values during our Wake Up to Culture event on 12 October 2022. Live, regional webcasts from Osaka, Dublin and Blue Bell featured commentary from leaders, colleagues and customers.

In a special video distributed internally, employees shared what inclusion means to them, how they see this value lived at ICON and the changes they would like to see for ICON to be more inclusive. It also showcased ICON values in action and a commitment to helping customers enrol a more diverse patient population in their clinical trials.

● **Spotlight: Uniting for Global Inclusion Day**

On 25 May 2022, ICON's DIB Operating Committee hosted its first-ever Global Inclusion Day. Employees came together virtually and in person to participate in thought-provoking activities, share their thoughts on inclusion and offer suggestions for how to become more inclusive of others.



 Watch the video [here](#).

● **Spotlight: Colleagues share DIB learning journeys**

At ICON, we encourage employees to take charge of their own DIB learning journeys. To this end, a special section of our online Career Hub allows community groups to post resources that help their peers learn about topics pertinent to specific communities. Currently, [PRIDE](#) and [EmBRACE](#) have learning journeys in the hub. These learning journeys are also posted in the DIB section of MyICON, our company intranet.

One PRIDE learning journey participant said: *"I realised that ... I have some lack of knowledge of trans/non-binary people, which does not allow me to fully understand the importance of not assuming gender/pronouns. I feel more committed to educate myself and become a stronger ally for all the LGBTQ+ community."*

Another learning journey participant commented on the Harvard Implicit Association Test (IAT) that comprises part of the EmBRACE learning journey: *"I learned a lot about inclusion ... but more so I learned a lot about myself and how I see others..."*



● **Spotlight: Welcoming Women in Technology (WIT)**

In 2022, the Women in Technology (WIT) group launched as a branch of NOW@ICON. The WIT group was created to drive improvement in the gender balance of ICON's IT employee population and to advance career progression of female talent within IT.

The WIT Steering Committee identified three paths of action for the group:

- **Empower** women to take risks and to challenge the status quo
- **Equalise** the workplace so women can achieve their potential
- **Elevate** women to lead and to attract the next generation of extraordinary leaders

The group delivered a series of #IamRemarkable workshops in 2022. The Google #IamRemarkable initiative empowers underrepresented groups to celebrate their achievements in and beyond the workplace.



“It makes me feel incredibly proud to be leading a forward-thinking IT organisation that really understands the importance of looking after the environment and bettering society, which includes gender diversity.”

Mr Tom O'Leary | ICON CIO | WIT Group Executive Sponsor



Watch the video [here](#).

Confronting bias, promoting parity

To increase awareness of DIB issues, we launched two training modules in April 2022 on context and unconscious bias—one for people leaders and the other for our Talent Acquisition Specialist teams. We trained over 500 people leaders to recognise their own bias at all stages of the employee lifecycle. We also trained our Talent Acquisition Specialist teams who play a key role in supporting hiring managers to make better hiring decisions that are unbiased and focused on building more diverse teams. This training challenged our Talent Acquisition Specialists to consider where they advertise roles, the language used in our role advertisements and the experience and education deemed necessary for roles. ICON's goal is to reach the broadest pool of eligible candidates by implementing policies and practices to ensure no one—regardless of race, colour, religion, sex, sexual orientation, gender identity, national origin, disability or protected veteran status—is prevented or discouraged from applying or being selected for roles at ICON.

Maintaining competitive and fair pay

Establishing a truly inclusive workplace requires offering fair pay. Using best-in-class methodology, we regularly review salary ranges to establish fair pay among employees regardless of gender, race or ethnicity. We also consider legitimate business factors that explain differences, such as performance, tenure and experience.

ICON has made and will continue to make significant investments in organisational design structures, tools and education that uphold and support our pay principles.

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. Our [Global Supplier Code of Conduct](#) spells out expectations of our suppliers on matters of fair treatment.

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 will be the main imperatives. In an inclusive workplace, we recognise the critical role diversity of thought plays in sparking innovative ideas and building a more collaborative, vibrant culture.

● Spotlight: Training leaders on unconscious bias

Throughout 2022, 535 participants completed ICON's DIB People Leader Training—a six-hour program designed to help ICON people leaders start DIB conversations with their teams. This training covers topics such as:

- The Harvard Implicit Association Test, raising awareness around bias
- Understanding and mitigating against conscious and unconscious bias
- Dimensions of diversity and intersectionality
- Defining DIB at ICON
- Using inclusive language
- Recognising and calling out microaggressions
- Being an active ally

“This training is invaluable,” said Marie Flood, Director of Clinical Operations. “It will certainly support me in promoting and embedding DIB within the workplace and in my personal life. After the training, I decided to look closer and change myself to be more inclusive,” added Ricardo Aguilar, Manager, Clinical Operations.



We have set a goal to double participation in this training in 2023.

Managing talent

ICON has emerged as an industry leader because of our people. We strive to be a company that attracts talented employees driven to do meaningful work: accelerating the development of our customers’ drugs and devices through innovative solutions.

We take great care to foster an environment where employees have opportunities to shape the future of healthcare, advance in rewarding careers and realise their full potential. To this end, we remain deeply committed to cultivating strong people practices. These range from offering competitive total rewards packages to encouraging continuous learning and development.

Key highlights



5,300+
roles filled by promotions and lateral moves in 2022



24%
of open roles filled internally



1,000+
newly filled positions were re-hires of former ICON employees

Recruiting

The HR specialists on ICON’s Talent Acquisition team consistently attract premier candidates from around the world. They recruit individuals eager to join an industry leader that:

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

Nearly 6% of new roles are filled by former ICON employees returning to the company. In 2022 alone, more than 1,000 former employees came back to ICON—a true testament to our company culture.

“Although ICON is a big CRO and full of opportunities to grow, what really made me want to return was the people. From my first day until my last one, I was part of a community. I have always felt since the day I left that I would be welcomed back and appreciated here. When I was ready for a new opportunity, my first thought and choice was to return here.”

Laura | Biotech Site Activation Lead

● **Spotlight: The quest for new candidates**

Finding the right job candidates often requires casting a wider net. At ICON, that means partnering with organisations connected to previously untapped demographic groups. A prime example of this is our engagement with [Black Women in Clinical Research](#) (BWICR), a group that raises awareness among Black women about clinical research as a career option.

In October 2022, during our first joint career fair, 130 BWICR members learned about ICON and our career opportunities. Our talent acquisition team met with more than 100 people to help with their CVs and increase awareness around potential roles. We also invested heavily in external communication campaigns to reach new audiences across LinkedIn, Instagram, Twitter, Facebook, Indeed, local job boards and other platforms.

We will continue to explore novel solutions to the industry’s talent shortage, including identifying skills that candidates without directly applicable experience could bring to ICON roles. Internally, we are building systems to link employee data to recruitment methods so we can build on what works best.



Social: The power of our people • 2022 ESG report

● **Spotlight: Strengthening our talent pipeline**

Our industry faces an overall shortage of qualified Clinical Research Associates (CRAs), and ICON is taking action to reverse the trend.

For example, we created the CRA Early Career Development Program—a six-month program designed to upskill promising candidates for CRA roles. The program’s comprehensive curriculum includes online and best-in-class instructor-led training workshops, hands-on accompanied and mock visits and individually tailored coaching and mentoring.

To date, more than 350 candidates have graduated from the program, with an average timeframe of 146 calendar days until candidates demonstrated independent monitoring competency.

In addition, we sponsor a Biometrics Academy to prepare workers for roles in that specialty area. In 2022, 79 participants graduated from ICON’s academy.

ICON’s talent development strategy also includes forming strong relationships with global universities. In 2022, ICON’s IT Innovation and Informatics team provided mentoring and technical direction for several student capstone projects at the UCD Smurfit School of Business MSc Business Analytics program. ICON hired two graduates from the program to join ICON’s IT Innovation Team as Senior Data Scientists delivering machine learning and AI projects.

Meanwhile, at the University of Paris in France, ICON employees 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.

Training and development

Our success is inextricably tied to the knowledge, capabilities and passion of our people. Their ongoing development remains a strategic imperative.

During their time at ICON, employees have a clear roadmap to success that outlines the skills and competencies they need to thrive in their current positions and to pursue future career paths. Abundant training and development opportunities include tailored CRA academies, biometric academies and a range of project management curricula, therapeutic programs and people leader development programs delivered through ICON University.

In 2022, we expanded our training and development offerings to include new CRA training simulations and a clear framework for career planning. Our focus on continuous growth delivers positive outcomes across the board. It results in greater employee retention, better project outcomes for our customers and the improved financial performance of the business.

Promotions—Moving up at ICON

Nearly all ICON employees (96%) receive regular performance reviews. Those interested in advancing to higher levels have the option to participate in tailored advancement programs. In 2022, we filled approximately 24% of our open positions via internal promotions.

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.

The path to advancement for people leader roles starts with our development program called Leading with Excellence and Practice, or LEAD. LEAD includes a series of instructor-led and self-paced learnings. In 2022, 385 people leaders completed the program, totaling 15,400 learning hours.

● Spotlight: Career Map: A clear framework for growth

ICON expanded our Career Map framework across all service lines in 2022. This global framework provides a structured, consistent way of identifying and organising all roles in the company. The framework clearly maps roles to career levels and uses a common language to describe roles.

As part of our annual performance management process, employees plan learning and development opportunities with their people leader and explore the career paths available to them. Employees now understand where their role sits within the Career Map framework and can use this information to inform their development planning and understand the skills and experience required to achieve their career goals.

People leaders use the Career Map framework to support effective workplace planning, resource allocation and talent management. The framework also enables consistent and transparent reward and benefits practices through direct alignment to market benchmarks and practices.



● Spotlight: Bringing innovation to talent development

When circumstances made in-person CRA assessments challenging, ICON went virtual. Our training team collaborated with the Clinical Operations business to customise an online CRA Monitoring Visit Simulation, which helps prepare CRAs for monitoring visits.

The training simulation provides a data-driven method for identifying and addressing specific knowledge and skill gaps for junior and experienced CRAs.

CRAs earn scores for each module in the simulation. Upon completion, they receive certification along with a detailed report identifying specific areas of competence and those requiring more training. ICON line managers oversee the progress and support CRAs in creating a targeted development plan to address any gaps.

In a one-year period, more than 300 ICON CRAs completed the simulation. We expect this figure to triple by the end of 2023.



Social: The power of our people • 2022 ESG report

● Spotlight: Learning for all: ICON University and Career Hub

Customised technology-driven and instructor-led trainings from our award-winning Learning and Development team exemplify ICON's commitment to employee growth. These trainings meet employees where they are on their learning journey and empower them to develop expertise in numerous skills and competencies.

Through ICON University, for instance, we deliver innovative learning experiences via career academies, including model learning pathways for:

- Biometrics and data management
- Clinical operations
- Project management

In 2022, ICON University engaged more than 37,000 users who participated in over 103,000 sessions.

Our industry-leading Career Hub enables ICON employees to broaden their scientific, technical, leadership and business knowledge. By tapping into development programs and partnerships with leading academic institutions, team members can use the hub to develop competencies that advance their careers.

Caring for our employees

At ICON, our passion for improving health and enriching people's lives extends to our internal teams. Employees worldwide have access to tools and resources designed to support all facets of their wellbeing, from physical to financial to psychological and beyond.

Examples of benefits available to full-time employees include:

- Competitive employer-funded retirement savings plans and insurance benefits that help employees plan for their future
- 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 improve overall quality of life

Through our partnership with LifeWorks, all ICON employees and their household family members have access to confidential professional support in areas such as mental health, finances and relationships. They can also access a wide range of tools, information and support services online in local languages.

LifeWorks offers specialised support for people leaders. During manager consultations, for instance, LifeWorks councillors help people leaders manage unique and sensitive situations arising from a workplace conflict, a grieving employee or a mental health concern.

Coming together again

In response to the COVID-19 pandemic, ICON incorporated a flexible working policy that allowed eligible office-based employees to work 60% of their week from the office and 40% from home. As restrictions around the world lifted, more employees returned to the office. We welcomed them with open arms and encouraged their return with:

- Posters and presentations highlighting the professional and social benefits of interacting with colleagues in an office environment
- A video featuring Dublin employees talking about the benefits they experienced from returning to the office
- Barbecues, holiday dinners and morning coffee meet-ups



● Spotlight: Supporting colleagues in Ukraine

As conflict continued in Ukraine throughout 2022, ICON and our teams stepped up to support our Ukrainian colleagues facing extremely difficult circumstances.

Specifically, we:

- Approved all 233 employee requests for emergency funds
- Purchased and shipped UPS batteries to approximately 20 employees in Ukraine to power laptops, phones and lights
- Provided 19 employees with temporary accommodations and travel
- Relocated 70 employees temporarily/permanently to other countries
- Additionally, we are extremely proud and grateful to the 22 employees from seven countries who stepped up to offer accommodation for colleagues impacted by the conflict in Ukraine



● Spotlight: Engaging employees from day one

At ICON, we survey new hires one month after they join us to gather feedback on our performance in the recruiting and onboarding process. In 2022, we scored at least 5% higher than the global benchmark across measures in areas including how well we delivered on the promised day-to-day experience of the job and providing access to development opportunities.

Other key findings from 2022 surveys include:

- **91%** of respondents agreed with the statement: “Overall, I feel that I am a good fit for the job.”
- **90%** of respondents reported enjoying working for the organisation
- **87%** of respondents felt ICON clearly communicated their position’s core requirements
- **94%** of respondents stated that ICON treated them with respect throughout recruitment
- **90%** of respondents felt that ICON valued their time during the selection process
- **85%** of respondents stated that ICON helped them understand what people are like in the organisation/their new group during the selection process

Giving employees a voice

To become an employer of choice in Healthcare Intelligence, we must listen and respond to employees’ opinions and needs. We regularly capture their input through best-in-class approaches to employee engagement, including:

- Global employee surveys
- Smaller-scale pulse check surveys to measure employee sentiment on specific topics and initiatives
- Stay interviews to help managers understand why staff stay and uncover what puts them at risk of departing
- Skip-level meetings to develop trust and rapport between senior leaders and employees

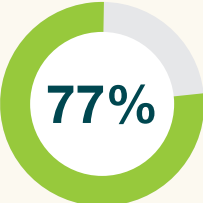
In our 2022 employee engagement survey, three quarters of employees felt that they receive recognition for good performance. Much of this comes from our INSPIRE program, which reinforces ICON’s Pay for Performance philosophy. Through INSPIRE, we enable ‘peer to peer’ recognition and acknowledge those who go the extra mile and demonstrate how we “Own it at ICON.” Employees can nominate colleagues whose day-to-day contributions reflect ICON’s values by selecting an award level, which enables recognition of varying levels of contribution. INSPIRE offers a tangible acknowledgement of those above-and-beyond efforts that demonstrate our values and form a core part of our total reward strategy.

Employees in the 2022 survey also provided potential areas for improvement. They cited a desire to feel more empowered in their roles and to better understand ICON’s strategic priorities for the future.

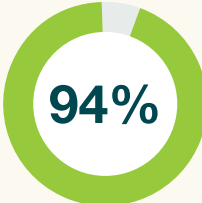
The ICON Leadership Team is committed to creating a company-wide action plan focusing on top-down and bottom-up priorities to ensure we continue to improve on the areas that make ICON a standout organisation.

By the numbers

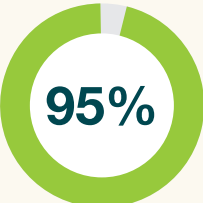
Our most recent employee outreach included a survey at the end of 2022, to which 4,024 leaders and 25,947 employees responded (a response rate of 78%). Data were analysed and interpreted by department, but several company-wide themes emerged, including:



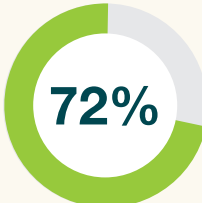
of employees feel proud to work at ICON



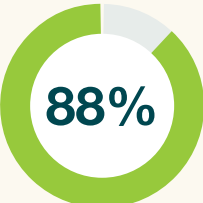
of employees feel respected
13 points higher than the general industry score and 9 points over high-performance organisations



of employees understand the expectations for them
8 points higher than the general industry score and 5 points over high-performance organisations



of employees reported that they have opportunities for learning and development
5 points higher than the general industry score



of employees feel supported by their people leader in achieving a good work life balance
14 points higher than the general industry score

Ensuring employee health and safety

The health and safety of ICON employees around the world is a constant priority, along with our clinical trial patients and customers. Our commitment includes ongoing reviews to identify and mitigate health and environmental risks associated with our business activities. We regularly examine all work activities to ensure our locations have implemented existing controls and that we continue to introduce system improvements.

ICON's Global Code of Ethical Conduct establishes the core principles underpinning our workplace health and safety efforts. It outlines the policies, procedures, programs and activities we use to implement those principles—including best practices for how we assess, prevent, respond to and report workplace incidents.

Over the past year, ICON has worked with stakeholders from across the company to standardise our approach to health and safety policies and processes. Our work on this front aligns with global and regional health authorities' guidance and complies with applicable laws and regulations. Our global health and safety framework is detailed and executed through our Global Health & Safety Policy and our Health & Safety Management System Manual.

These documents clearly define everyone's roles and responsibilities for meeting the management system's requirements to ensure the health and safety of employees, contractors and visitors at all of ICON's sites. ICON provides the resources and tools needed for successful implementation and maintenance of our system and to ensure continuous improvement and development. ICON's risk assessment program ensures work activities have the required controls in place to ensure a safe and healthy working environment. It provides a framework to examine all the tasks and jobs common throughout ICON, and it enhances the day-to-day assessment of risks. Also, this helps to continuously improve ICON's procedures for handling chemical, biological and other hazardous substances in laboratory and clinical environments.

Health and safety, by the numbers 2022

 **0**
fatalities

 **100%**
sites assessed for health and safety risks

 **100%**
employees are required to complete health and safety training

Emphasising prevention and resilience

ICON understands the value of prevention. We determine and implement appropriate preventative and protective measures and review their effectiveness. Our health and safety initiatives include regular on-site risk assessments and workplace inspections as well as fire evacuation practices and similar drills.

Meanwhile, ICON's Global Business Continuity Plan establishes how we mobilise a crisis management team to address priority objectives in the event of an emergency. These priorities include:

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

We maintain action plans that cover all ICON locations globally.

Employee training

All employee onboarding includes an office orientation with health and safety training based on role and activity risk assessments. ICON provides every employee 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 ICON employees may receive include:

- Health and safety policy
- Safety awareness/refresher training for facilities teams
- Manual handling
- Reviews of safety rules and procedures

Reporting and response

Employees and managers are required to report any incidents or concerns related to health and safety to their local office's Facilities department. Additionally, employees have access to an online portal for reporting incidents, raising concerns or suggesting improvements related to health and safety initiatives.

We require prompt recording and review of any accidents and incidents. We perform root cause analyses, with any resulting actions delegated to the appropriate people or team.



Our commitment to strengthening our communities

Each year ICON employees find new and impactful ways to make a positive difference in the world around us, and 2022 was no exception.

ICON received 370 nominations from across the world for our annual charity donation program, which encourages employees to submit causes that matter to them. From these nominees, ICON selected 10 charities to each receive \$10,000. In response to current events, we made an additional donation in 2022 of \$25,000 to the Children of Heroes charity fund in Ukraine, supporting children who have been severely impacted by the war.

The chosen charities align with ICON’s corporate mission, our diversity and inclusion goals and support our efforts to advance the United Nations Sustainable Development Goals (SDGs). This year’s recipients focus on causes such as building a more inclusive society, improving child welfare and supporting patients who are battling chronic diseases.

Moreover, the 2022 list included organisations that ICON had not previously supported. This met our objective to support as many different employee-nominated organisations as possible through our annual program.

Between 2012 and the end of March 2023, ICON’s annual employee-nominated charity donation program has supported over 100 charities worldwide. This work complements other charitable initiatives at ICON, including several ongoing industry-academia partnerships and corporate giving programs that support our local communities. In 2022, we entered into a new partnership with Inner City Enterprise (ICE), a not-for-profit charity that helps unemployed individuals, social enterprises and youth entrepreneurs within Dublin’s inner city to establish and sustain their own businesses. We look forward to sharing more on this partnership in next year’s report.

● Spotlight: Employee-nominated charities chosen for 2022



US

- GiGi's Playhouse (US)
- The Trevor Project (US)
- Phelan-McDermid Syndrome Foundation (US)

LATAM

- Espacio Mujeres (Mexico)

EMEA

- Association Regionale L'Aide aux Hanicapes Moteurs (France)
- Marie Keating Foundation (Ireland)
- SOS Wioski Dzieciace w Polsce (Poland)
- Cystic Fibrosis Trust (UK)
- Children of Heroes Charity Fund (Ukraine)

APAC

- Gold Ribbon Network (Japan)
- Shalom Foundation (India)



● **Spotlight: Run in the Dark to help find a cure for paralysis**

In November 2022, 540 ICON employees right across the world participated in Run in the Dark, an annual fundraising event to help find a cure for paralysis. Organised by the Mark Pollock Foundation, this week-long event allowed runners to participate in person or virtually. ICON was the largest global corporate team to participate and helped to raise \$10,000 for the cause.

● **Spotlight: Three cheers for the champs**

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. **On Saturday, 20 August 2022, the Gordon Gazelles made history by becoming the first Women’s Side at Gordon to win the Jack Scott Cup.**

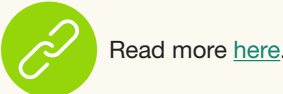
“The women have been outstanding all year round and we are very proud of this achievement,” said the General Manager of Gordon Rugby. “I wanted to say a massive thank you to ICON. You have been an awesome supporter of Gordon Rugby and especially our women’s program. Without your investment, this would not have happened.”



● **Spotlight: Launching a new STEM scholarship program**

In June 2022, we expanded our industry-academia partnerships through the creation of a new ICON scholarship program. This program provides greater opportunities for underrepresented groups to study STEM (Science, Technology, Engineering & Mathematics) courses. A more diverse graduate pool of talented STEM professionals will help drive future progress in the life sciences industry.

For the 2022/2023 academic year, ICON is funding 33 scholarships for STEM course students in partnership with three universities in Ireland (Dublin City University, Trinity College Dublin and the University of Limerick) and the Thurgood Marshall College Fund in the US. The latter is a not-for-profit organisation that supports nearly 300,000 students attending its 47 member schools, including publicly supported Historically Black Colleges and Universities (HBCUs).



● **Spotlight: Teaching students valued skills**

Young people participating in the Junior Achievement program receive encouragement to remain in school and training in the skills they'll need to succeed in a changing world. ICON employees volunteer to deliver Junior Achievement programs, teaching primary and secondary level students business, STEM and entrepreneurship skills essential to numerous career fields.

In 2022, ICON expanded its partnership with Junior Achievement to include an additional three locations in the US and the UK.

Through this partnership, ICON hosted a class of transition-year students from Loreto College, Crumlin, an all-girls school in Dublin, Ireland. The students were participating in Science Foundation Ireland's "Futurewize" project, which encourages students to make connections between STEM subjects they study in school and future career applications. During their visit, students heard from several ICON employees, who shared their wisdom and reflected on their own career journeys as women working in STEM.





Environment: Conducting business sustainably

Inside this section:

- Conducting business sustainably
- Mimimising our environmental footprint
- Engaging employees on sustainability

Environment: Conducting business sustainably

Climate change poses a considerable threat to the health of our operations, our people, our patients and our communities. ICON is committed to doing our part to track and improve our environmental performance across more than 100 locations in over 50 countries. We achieve this by working together toward sustainability strategies that consider our environmental impact, particularly in relation to greenhouse gas (GHG) emissions, energy use, waste generation and procurement-related activities.

Two key drivers of our environmental impact strategy are reducing our office footprint and business travel requirements. We also work with our suppliers to address indirect environmental impacts in the supply chain.

2022 marks our second year of reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as we continue to fulfil our commitment to conduct business sustainably.



Minimising our environmental footprint

Environmental management

Our Global Environmental Management Policy and Global Environmental Management Plan (GEMP) provide the framework for ICON’s environmental initiatives. We have established targets and goals and have undertaken initiatives to minimise our footprint in the areas of carbon emissions and energy.

Our facilities team takes the lead on implementing the GEMP. ICON’s Chief Administrative Officer and General Counsel oversees the GEMP and provides updates to ICON’s executive leadership team, the Nominating, Sustainability and Governance Committee and the Board of Directors.

Key components of the GEMP include:

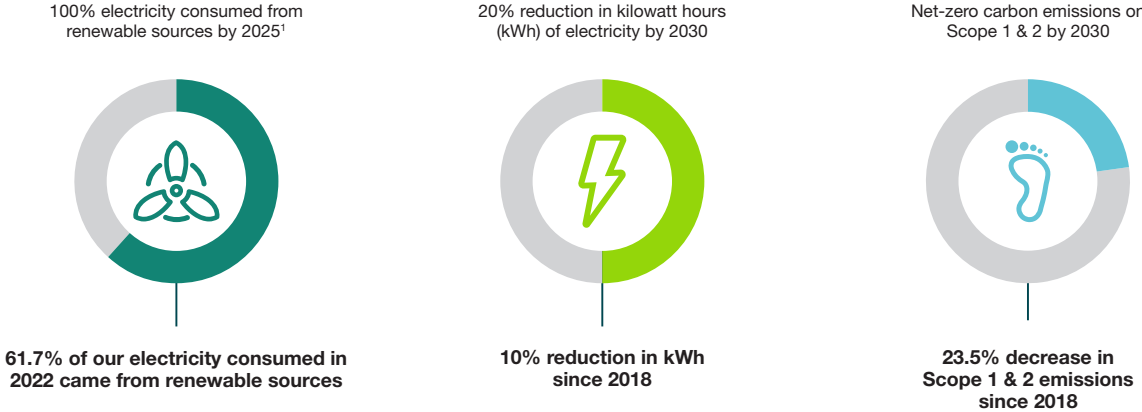


As part of the update to our GEMP in 2022, we added two carbon footprint initiatives. The first is to include our Scope 3 emissions into ICON’s carbon footprint measurement activities, and the second is to assess the viability of committing to a science-based target (SBT), upholding our commitment to transparent environmental targets and robust measurement.

Environmental targets

ICON remains committed to achieving the environmental targets established in 2019.

Our environmental goals and progress from 2022 include:



We built on our work toward setting SBTs during 2022 by engaging with Carbon Trust to complete a Scope 3 footprint mapping exercise. This process helps us understand the Scope 3 categories relevant to ICON’s emissions footprint and ways to achieve our targets.

In 2023, we signed our commitment letter to the Science Based Target initiative (SBTi) as a first step in setting science-based climate targets. In the coming years, we will submit our targets for validation by the SBTi.

Guided by our GEMP framework, we continue to seek new opportunities to build sustainability into day-to-day operations at ICON. As our business evolves, we will revisit our global environmental strategies and targets and reassess our environmental priorities.

¹Through a combination of switching direct tariffs and purchasing through RECs.



Reducing carbon emissions

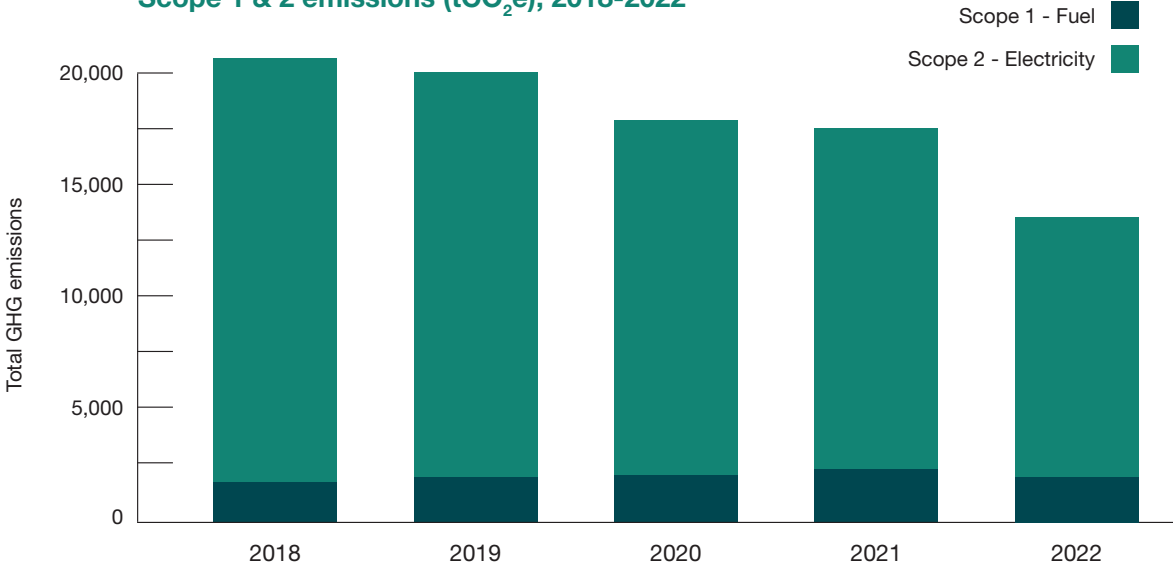
To improve our processes and reduce our environmental impact, we track, calculate and report on our GHG footprint. We apply the GHG Protocol Corporate Standard—the globally recognised corporate accounting and reporting standard for calculating carbon emissions. Carbon Trust provides annual verification of ICON’s Scope 1 and 2 emissions data in accordance with ISO 14064-3. We 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 decreased by 23.5% since 2018 and 10% since 2021. We recognise that although the combined Scopes 1 and 2 emissions have fallen year-on-year, ICON’s Scope 1 emissions have increased slightly each year. To reach our net-zero goal, our decarbonisation strategy is currently focused on reducing Scope 2 emissions, the largest contributor to our Scope 1 and 2 footprint. Following on from our Scope 2 emissions reduction efforts, we plan to launch efforts that target our Scope 1 emissions in the coming years.

In 2020, following pandemic-related closures and a reduction in business travel, our Scope 3 GHG emissions declined significantly. Since 2021, as more normal operations resumed, we have seen an overall increase in our total GHG emissions driven by an increase in business travel (Scope 3).

To reduce emissions from business travel and other commuting activities, we encourage the use of virtual meetings and teleconferencing facilities when possible. We have also invested in DCTs and remote patient monitoring, which reduces the need for travel to clinical trial sites. However, some business travel is unavoidable to ensure data integrity in our clinical trials and to comply with customer requirements. Following the return to pre-COVID operations and given our commitment to conduct business sustainably, we are evaluating additional opportunities to minimise business travel.

Scope 1 & 2 emissions (tCO₂e), 2018-2022



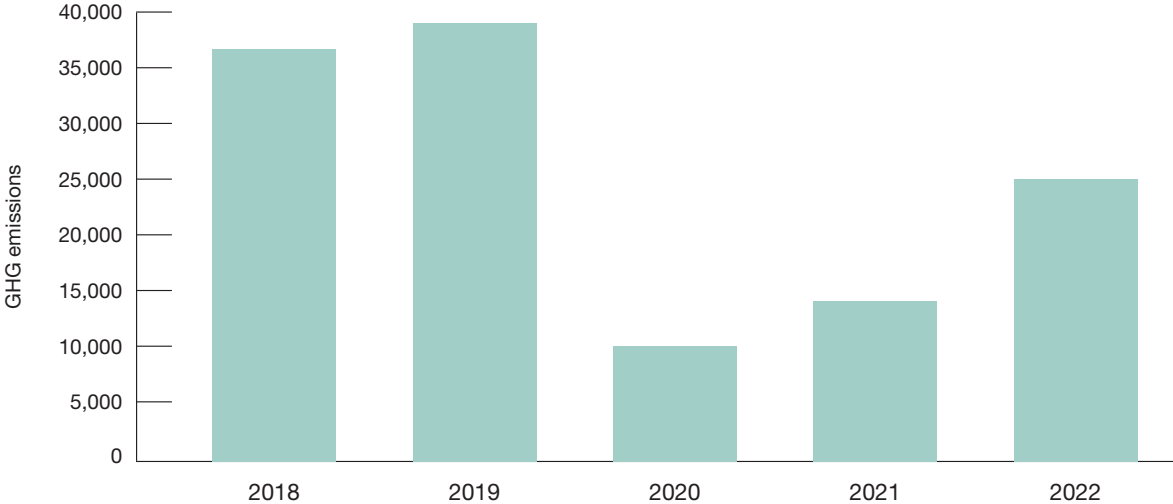
Reducing carbon emissions, continued

Overall, including business travel, our GHG emissions have decreased by 28% since 2018. We acknowledge that our Scope 3 emissions have increased year-on-year since 2020, when travel was significantly reduced due to the pandemic. Although these emissions have increased, we remain 31% below our 2018 pre-COVID emissions, and are committed to continue our work towards reducing emissions. Additionally, our emissions intensity has decreased substantially as our business has grown. Since 2018, our emissions intensity per million in revenue has decreased by 46% and our emissions intensity per FTE employee has decreased by 45%.

Moving forward, ICON expects to see further emission reductions relative to revenue and the number of employees due to a reduction in offices, strategic energy efficiency projects and a flexible work policy that allows eligible employees to work from home 40% of the time.

ICON participates in CDP (formerly the Carbon Disclosure Project) on an annual basis. CDP is a globally recognised system that allows companies to measure and manage their environmental impacts. We received a C score from CDP in 2022 on our 2021 Climate Change response; view our response [here](#).

Scope 3 (business travel emissions (tCO₂e), 2018-2022



Starting in 2022, we began engaging with CDP to calculate and assess the carbon footprint of our suppliers to expand the tracking of our Scope 3 emissions; this process is still ongoing. Following the collection and analysis of this data, we will work to cut emissions across our supply chain. We require suppliers to abide by our [Global Supplier Code of Conduct](#), which includes mandates for complying with laws and regulations as well as our own standards. The [Sustainable Procurement section](#) of this report includes more about how we manage suppliers.

Reducing energy consumption

At ICON we have set a goal to reduce electricity consumption by 20% by 2030 and to avail of electricity from 100% renewable sources by 2025. In our move toward renewable energy, we have transitioned 12 locations to green power, and 61.7% of our electricity consumption now comes from renewables, with 15% being sourced through direct tariffs and 46.7% purchased through renewable energy credits (RECs).

In January 2022 ICON became a participant in the ENERGIZE program, engaging in its education series and purchasing 20,970 MWh of RECs sourced from wind power to green our North American energy usage. The ENERGIZE program, run by Schneider Electric, is a collaboration among 17 global pharmaceutical companies to engage hundreds of suppliers in the decarbonisation of the pharmaceutical value chain.

As we work towards our 100% electricity consumed from renewable sources by 2025 target, we will continue to shift to renewable energy through onsite green power and, where that is not feasible, through the purchase of RECs.

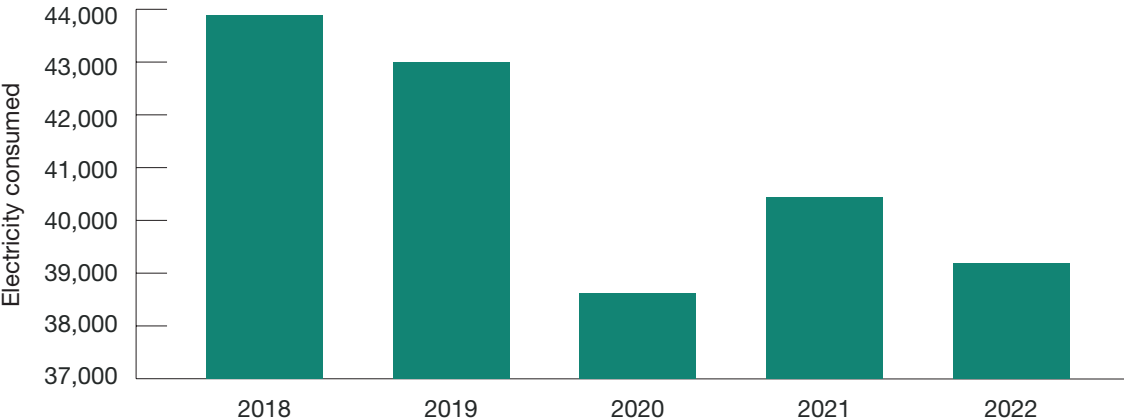
As a result of consolidating offices, our electricity consumption decreased in 2022 as compared to 2021. We also remain well below our 2018 levels before the pandemic. We will continue to monitor our office electricity consumption supported by the installation of energy monitoring meters at several of our sites, allowing us to identify efficiencies which will be applied at our offices to reduce electricity consumption.

 **Our electricity consumption has decreased by 10% since 2018, putting us 50% of the way to our 2030 goal.**

● Spotlight: Finding room for improvement

Not all sites consume energy equally. In 2022, ICON worked with the experts at Energy and Technical Services (ETS) and found that just 19 locations contributed to 64% of ICON’s 2021 energy usage. At the end of 2022, ICON and ETS began outfitting these sites with energy monitoring meters to collect real-time data on energy loads and find opportunities to boost efficiency through better building load management or equipment replacement. The meters will help pinpoint where we can reduce energy usage in everything from lighting to HVAC operations, thereby accelerating progress on our energy goals.

Electricity consumption (MWh), 2018-2022



Managing waste

ICON continues to seek opportunities to reduce waste by focusing on the big targets: increasing recycling volumes, reducing consumption of primary materials and decreasing the use of disposable products such as single-use plastics.

To ensure proper waste disposal, we work with vendors versed in local regulations. Vendors employ refurbishment, recycling and reusing parts to stay as close to zero landfill as possible. For electronic waste (e-waste), we increase the longevity of electronics and machinery by purchasing rather than leasing and using parts from retired systems to update and repair current ones.

We also provide the appropriate protective gear, equipment, training and guidance to employees responsible for biological and hazardous waste as well as investigational products generated from any ICON facilities or studies worldwide. Hazardous waste is collected and incinerated or disposed of by our vendors according to local laws and regulations.

● Spotlight: Eco-friendly offices

In November and December 2022, ICON overhauled its Portland, Oregon office and laboratory with a focus on sustainability. Highlights of this eco-friendly site include:

- LED lighting in place of fluorescent
- New, environmentally friendly carpet tiles and lab ceiling tiles
- Additional energy-efficient rooftop HVAC equipment
- Repurposed existing office furniture
- External bike storage to encourage cycling to work

These and other features have enhanced the aesthetics, space planning, security and future proofing of both office and lab spaces.

Ensuring sustainability of our offices

ICON leases most of our offices and facilities, and therefore we work closely with our landlords and leasing agents to implement measures to ensure we operate in an environmentally sustainable manner. Throughout 2022, we continued real estate harmonisation efforts which resulted in the closure of 21 offices and the downsizing of an additional 10 to align with new working styles and business needs. Ultimately, we reduced our real estate footprint by 578,015 square feet in 2022, which helps to reduce our environmental footprint.

Experts from our real estate team factor environmental considerations heavily into decisions around new office locations or building improvements. We've also implemented a series of measures globally to reduce the local footprint of our offices while promoting comfort and efficiency.

These include:

- Installing energy-efficient LED lighting
- Using motion detectors
- Purchasing recycled office supplies
- Reducing paper consumption by promoting paperless office processes defaulting double-sided output
- Building recycling areas into business centres and kitchens/canteens
- Planting green spaces to improve internal air quality
- Selecting building materials and vendors for their low environmental impact

Engaging employees on sustainability

ICON employees from around the world participate in our Green Champion Network. This network helps turn our commitments into action by identifying opportunities for awareness, education and change at the local level. Employees also participated in 2022 Sustainability Month activities, which included a range of challenges and community-based charitable and educational activities.

● **Spotlight: SolarBuddy program**

As part of our 2022 Sustainability Month activities, ICON continued to support SolarBuddy, an Australia-based organisation that builds lights powered by solar energy for families living in extreme poverty.

Employees at ICON offices in the US, the UK and South Korea built and delivered 400 solar lights, providing lighting to 2,000 individuals. This enhanced lighting allows children to study collectively an extra 2.9 million hours over three years. Because these lights are solar powered, they also offset approximately 512 tCO₂e of emissions, the equivalent of planting 8,520 trees.

Since our first event in 2020, we've delivered 1,300 solar lights, impacting 6,500 lives, providing an extra 9.4 million hours of light over three years, and offsetting emissions of approximately 1,664 tCO₂e, the equivalent of planting 27,690 trees over ten years.



● **Spotlight: Celebrating sustainability together**

ICON's 2022 Sustainability Month had 47 offices taking part in a range of activities. These included food drives, sharing garden harvests, cycling challenges, educational campaigns and webinars. Some employees took part in the JouleBug app challenges, which estimate how certain actions translate into impact. Based on JouleBug calculations, we collectively saved 1,500 kg of CO₂, diverted 139 kg of waste and saved 22.7 KL of water through our people's activities.

ICON employees also participated in an environmental photo contest later in the year. This year's concept, "Waterside Moments", encouraged fresh, clear and captivating original photographs to support environmental and sustainability awareness. **Employees in 39 countries submitted more than 1,000 entries, with 12 selected winners. The 2022 winning entries are featured to the right.**



Governance: Committed to doing the right thing

ICON is a business driven to do the right thing.

Our core values—integrity, inclusion, agility and collaboration—drive our actions and dictate our decisions. Living up to these values requires all of us to work to the highest ethical standards and demonstrate a commitment to honesty, transparency and quality.

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 is made up of experts in their respective fields who oversee strategy and management activity.

Board composition as of 31 December 2022 included:



8 directors, 7 of who are independent*



3 women (White)



5 men (4 White, 1 Asian)

* in accordance with NASDAQ Rules

The Board's Corporate Governance Guidelines, including ICON's Constitution, the Committee Charters, the Lead Independent Director Policy and the Non-Executive Director Policy for Service, provide the framework for effective company governance. They address matters such as the roles and responsibilities of the Board and management, the Board's leadership structure, lead independent director duties, director independence, Board membership criteria, Board committees and Board and management evaluation.

The Chief Administrative Officer and General Counsel (CAO) presents to the Board quarterly on topics that range from risks to emerging regulations and legal compliance to ESG-specific activities. This practice serves dual purposes: to communicate with the Board on ICON's activities and to advance the Board's collective knowledge on important trends in the business landscape.

Highlights of our governance structure include:

- **An experienced and independent chair** with well-defined responsibilities who supports the Board's oversight
- **Three statutory committees:** the Audit Committee, the Compensation and Organisation Committee and the Nominating, Sustainability and Governance (NSG) Committee. The latter has primary oversight responsibility for ESG. Each committee is charged with specific responsibilities and has a charter that is reviewed periodically. These committees provide oversight for the management of key risks, including ESG-related risks.
- **Leaders from diverse backgrounds** with deep experience and expertise across the industry and specific topic areas

At the 2023 annual general meeting, ICON will transition to annual director elections. This decision, which goes beyond our constitutional requirements, was driven by stakeholder feedback and current corporate governance best practice.



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



Learn more about our directors' experience, qualifications and industry knowledge [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](#)
- ESG-related strategic plans, objectives and risks
- Review and approval of the annual ESG report
- Board and board committee evaluations

Audit Committee*

- Financial risk, policies and 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 committee is composed entirely of independent directors.

The Nominating, Sustainability and Governance Committee receives updates on ESG at least quarterly, and the full Board gets updates at least annually, including review and approval of the annual ESG report.

ICON's Board of Directors comprises one executive and seven non-executive directors at the date of this report. The outside directors bring independent judgment to bear on issues of strategy, performance, resources, key appointments and standards. ICON considers all its outside directors to possess complementary skills, experience and knowledge. Each outside director has specific skills, experience and knowledge that are valuable to ICON. The Board meets regularly throughout the year and all directors have full and timely access to the information necessary for them to discharge their duties.

Meet our Board of Directors (as of 1 April 2023):



Mr Ciaran Murray
Non-Executive Chair



Dr Steve Cutler
Chief Executive Officer



Mr Rónán Murphy
Non-Executive Director



Dr John Climax
Non-Executive Director



Mr Eugene McCague
Non-Executive Director



Ms Joan Garahy
Non-Executive Director



Ms Julie O'Neil
Non-Executive Director



Dr Linda Graiss
Non-Executive Director



Read more on our Board of Directors [here](#).

Leadership structure and composition

ICON's leadership includes executives recognised as leading practitioners in their fields. Our leadership team provides a variety of perspectives and a wealth of experience.

Meet our leadership (as of 1 April 2023):



Dr Steve Cutler
Chief Executive Officer



Mr Samir Shah
President Strategic Solutions



Mr Joe Cronin
Chief Human Resources Officer



Mr Brendan Brennan
Chief Financial Officer



Dr Greg Licholai
Chief Medical & Innovation Officer



Mr Simon Holmes
President, Corporate Investments & Partnerships



Dr Ute Berger
President, Development & Commercialisation Solutions



Mr George A. McMillan
Chief Commercial Officer



Ms Rose Kidd
President, Global Operations Delivery



Ms Tami Klerr
President, Strategic Biotech Partnerships



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



Mr Barry Balfé
President, Pharma Solutions



Mr Tom O'Leary
Chief Information Officer

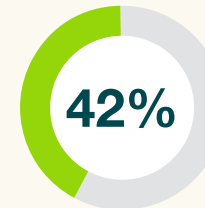


Read more on our executive leadership team [here](#).

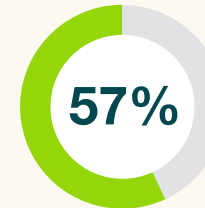
By the numbers:



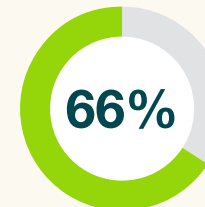
3 female executives
(as of 1 January 2023)



female at **VP level and above**
(as of 31 December 2022)



female at **director level and above**
(as of 31 December 2022)



female at **manager level and above**
(as of 31 December 2022)

ESG governance and oversight



“We are proud of the progress we have made on our ESG efforts to date, and we’re happy to see this acknowledged by EcoVadis with the award of their Silver Sustainability Rating medal. We are committed to working towards further improvements in how we conduct our business sustainably and look forward to sharing that with you through ICON Cares.”

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

ICON's ESG strategy and initiatives are led by our CAO and General Counsel. In February 2022, the Board delegated oversight responsibilities of the company's strategies, activities and risks with respect to ESG matters to the Nominating and Governance Committee, which was renamed the Nominating, Sustainability and Governance Committee in April 2022. Accordingly, the CAO reports to the Nominating, Sustainability and Governance Committee on ESG matters and reports to the Board on an annual basis, whilst also providing periodic updates to the executive leadership team.

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

The ESG Committee met seven times in 2022 and plans to meet monthly in 2023. The Nominating, Sustainability and Governance Committee met quarterly in 2022, during which the CAO reported to the committee on relevant ESG matters. The CAO also reported on certain ESG activities to the full Board.

All departments across ICON play a role in embedding and achieving our ESG-related commitments through operations, 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 within their respective areas.

Spotlight: How ESG governance is linked to corporate governance

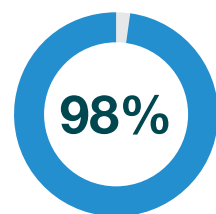


Our commitment to acting ethically

Ethics and compliance program and training

Our Ethics and Compliance program builds on the principles established in the [Global Code of Ethical Conduct](#) 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 Ethics & Compliance team 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 Head of Ethics & Compliance 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 2022, there were none.



of employees **participated in ethics and compliance training** in 2022

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 non-compliance in the risk areas under its oversight
- Ongoing compliance risk auditing and monitoring with the assistance of AI technology

ICON policy requires all employees, including temporary workers, 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
- Trade compliance and ethical decision making

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

ICON's public policies	Who the policy applies to	Is sign off required by employees?	Is it included in mandatory annual employee training?
Global Code of Ethical Conduct	Employees, officers, directors	✓	✓
Global Speak Up Policy	Employees, contractors, consultants, temporary workers, officers, directors, agents, partners, clients, suppliers	✓	✓
Global Supplier Code of Conduct	Employees and suppliers	✓	✓
Global Anti-Corruption Compliance Policy	Employees	✓	✓
Global Policy on Interaction with Healthcare Stakeholders	Employees, contractors, officers, directors, agents	✓	✓
Anti-Slavery and Human Trafficking Statement	N/A*	N/A*	N/A*
Global Tax Policy Statement	N/A*	N/A*	N/A*

*Not applicable as this is a statement rather than a policy

Speak Up and Ethics Line

ICON's culture encourages compliance, openness and accountability. Our [Speak Up Policy](#), [Code of Ethical Conduct](#) and compliance policies enable and encourage prompt reporting of concerns or violations through designated channels.

Our policies expressly state that employees and others may and should raise concerns about values, ethics or other standards without fear of retaliation. ICON revised the Speak Up Policy in January 2023 to reflect our updated values and to provide details about local confidential reporting channels now mandated under EU regulation.

ICON employees and third parties may also raise concerns confidentially through ICON's Ethics Line. An independent company administers this hotline, which is available all hours of every day and can accommodate calls in over 75 languages.

Follow-up

All reported cases of misconduct receive appropriate follow-up and investigation. Substantiated code and policy violations may result in corrective or disciplinary actions, up to and including termination of employment. The Ethics & Compliance team provides oversight for the internal investigations process and information regarding reported ethics concerns to the CAO. The CAO provides quarterly reports to the Board regarding the number and nature of Ethics Line reports, which can cover various areas including allegations of conflicts of interest and breaches of the Ethical Code of Conduct.

As investigations close, reporters receive feedback and have opportunities to raise further questions within the Ethics Line portal. Going forward, reporters will also be asked to complete a feedback survey to gauge their experience.

In 2022, 66 reports were filed through the Ethics Line portal, covering a variety of topics as shown in the chart. Data privacy and security reports are not covered through Ethics Line, as they are submitted through a separate channel. For more information on those reports, please see our [Data Privacy and Security](#) section. For each of these reports, we track disposition and outcome. Any policy breaches that are determined to be material would be reported in our annual [20-F report](#). In 2022, there were none.

Ethics Line reports 2022

Types of violations reported to ICON Ethics Line in 2022



- 38% | HR, diversity and workplace respect
- 21% | Ask a question
- 17% | Other issues*
- 11% | Use of information/assets
- 6% | Conflict of interest
- 5% | Business integrity
- 3% | Accounting and financial

*Other issues is made up of a range of other categories where there was only a small number of issues per category.

Training

All personnel are required to receive ethics and compliance training during initial onboarding and through annual refresher sessions. Training modules explain the many channels available for reporting suspected unethical or illegal practices.

In November 2022, ICON's Ethics & Compliance team launched Ethics Awareness Week, which included communication initiatives on key compliance topics to encourage employees to speak up. As a result, reports increased by 200% in the six weeks following the campaign.

ICON also surveyed employees in Q4 of 2022 to assess their understanding of corporate compliance policies, including Speak Up. Another survey assessed employees' understanding of the Ethics and Compliance Program overall, specifically addressing those who filed reports. Resulting data will inform improvements to the Speak Up process in 2023.

Anti-bribery and 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 in the [Sustainable Procurement](#) section), 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.

Human rights and labour

ICON is committed to human rights.

Since 2021, ICON has been a signatory of the UN Global Compact (UNGC), signalling our commitment to upholding the UNGC's Ten Principles, including those related to human rights, across our global operations. This report includes information for our second Communication on Progress (CoP). We have aligned specific items from the UNGC CoP questionnaire to the GRI index at the back 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 onboarding 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.

All suppliers follow ICON's Global Supplier Code of Conduct either by signing ICON's Code of Conduct or, in exceptional circumstances, ICON validates the supplier's own code of conduct. 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, 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 EU'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 and be in a position to respond to the evolving global privacy landscape.

In particular, ICON has a comprehensive 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. In 2022, in combination with our existing ISO 27001 certification, ICON's data protection policies and procedures were certified to ISO 27701. 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, supports compliance with applicable laws and contributes 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 information security policies are certified to ISO 27001 and are independently audited twice annually.

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 Health-ISAC.

ICON must be agile, and 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 cybersecurity practices must be a focus for stakeholders responsible for driving ICON's vision to develop in-house decentralised clinical trials (DCT) and clinical trial tokenisation (CTT) solutions and is a fundamental part of delivering the success of these projects.

Any material data privacy and information security breaches that arise would be reported in our annual [20-F](#) report. In 2022, there were none.

Sustainable procurement

ICON uses suppliers in numerous areas of our business, including central laboratory suppliers, shipping companies, electronic data capture providers, healthcare and benefit providers and information technology solutions. We are committed to sourcing from suppliers whose values align with our own, who share our commitment to diversity and inclusion and who are socially and environmentally responsible. We manage our suppliers through our Global Procurement department.

All ICON suppliers must abide by our [Global Supplier Code of Conduct](#), which incorporates the Pharmaceutical Supply Chain Initiative (PSCI) principles for Responsible Supply Chain Management and articulates our standards and expectations regarding:

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

As part of our global risk management strategy, ICON performs pre-engagement due diligence on suppliers. This includes screening sanctions lists, debarment and adverse media as well as assessing environmental sustainability, bribery and corruption risks. Suppliers deemed higher risk are subject to enhanced due diligence and controls, which may include periodic training, auditing and assessments. In 2022, we performed more than 150 supplier audits.

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

Our Global Supplier Code of Conduct also outlines channels to report concerns or grievances related to our suppliers, such as our [Ethics Line](#). We operate a strict anti-retaliation policy and expect suppliers to do the same.

For maximum transparency, ICON has engaged with EcoVadis, CDP and Supplier IO to help assess our key suppliers and gather data around sustainability, GHG emissions and diversity status and classifications. This data allows us to factor ESG status into our vendor selection decisions.

● Spotlight: A standout supply chain



EcoVadis provides business sustainability ratings. These actionable scorecards give benchmarks, insights and a guided improvement journey for environmental, social and ethical practices.

ICON works with EcoVadis to share our scorecard with our customers and also to collect our suppliers' scorecards.

ICON is proud to announce that we achieved EcoVadis' silver medal status in 2022. **Our score of 64 out of 100 positioned ICON in the 87th percentile.**

This accomplishment is a testament to the teamwork demonstrated every day across our operations. This year, as we work on our Sustainable Procurement program, the procurement team is working to increase our supplier EcoVadis assessments in our combined efforts to build a more sustainable world.

Risk management

ICON's Chief Executive Officer (CEO) 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 for recovery in the event of a significant business disruption that may affect our ability to meet customer expectations. At the facility risk management 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 mitigating, transferring, accepting or controlling 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 the 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 [2022 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 [2022 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.

Key to ICON's growth and success has been our ability to consistently deliver services of the highest quality to our customers. Recognising the need to obtain high-quality data throughout every step of the drug development process, ICON has instilled a strong 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.

Select quality management activities, 2022



957

Customer audits



2,586

Internal audits



158

Supplier audits



158

Regulatory inspections

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.

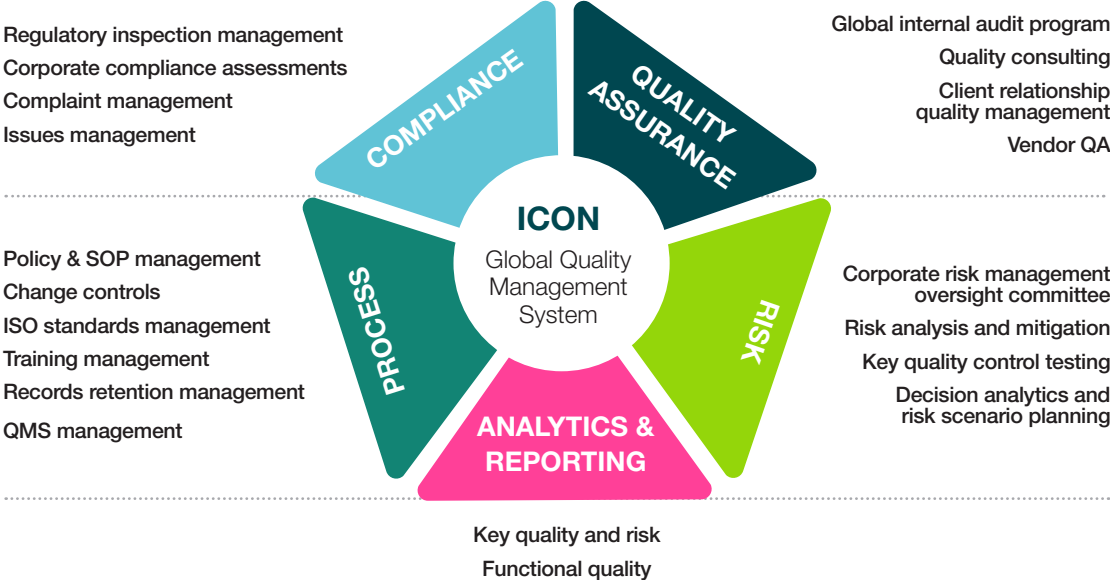
Global QA functions are responsible for conducting internal audits on ICON projects, processes, systems and procedures, critical vendor audits and customer contracted audits to assure compliance with relevant regulations and guidelines, customer requirements and applicable SOPs, together with oversight 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 and coordination of Corporate Integrity Agreement programs. The Policy and Procedures Management team is responsible for managing ICON's policies, procedures and document management system. The Q&C analytics group is responsible for governance reporting to ICON leadership.

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

Elements of our global Quality Management System



Building a culture of quality

ICON's Q&C department and QMS provide information and drive processes that facilitate faster and better decisions, but ultimately, quality is 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

About this report

ICON plc's 2022 ESG report provides key information regarding our sustainability strategy and performance from 1 January 2022 to 31 December 2022. Unless otherwise noted, this report encompasses ICON's global operations.

We are proud to incorporate new standards reporting this year. This report is our first ESG report aligned to the Sustainability Accounting Standards Board (SASB) Biotechnology and Pharmaceuticals Standards. As in previous years, our ESG report also follows the 2021 Global Reporting Initiative (GRI) standards, aligns with the Task Force on Climate-related Financial Disclosures (TCFD) and includes information applicable to our second Communication on Progress (CoP) as a participant in the United Nations Global Compact (UNGC). We plan to submit the new UNGC CoP questionnaire prior to the 30 June 2023 deadline.

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.



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 2021 GRI Sustainability Reporting Standards and the SASB Biotechnology and Pharmaceuticals Standards.

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 includes information for our second Communication on Progress (CoP). We intend to submit the new UNGC CoP questionnaire after publication of this report. Our report also includes information regarding how ICON's ESG activity aligns with the Task Force on Climate-related Financial Disclosures (TCFD).

The performance data tables that follow provide additional economic, operational, environmental and workforce data to support GRI and SASB alignment and to provide transparency into our most important ESG priorities. On 1 July 2021, ICON acquired PRA Health Sciences, and we integrated PRA Health Sciences' data into the 2021 data disclosed in our 2021 ESG Report. PRA Health Sciences' environmental data were combined with ICON's data from 2018 to 2021 in order to facilitate re-calculation of the 2018 baseline. In other cases, PRA Health Sciences' data prior to 2021 may be included. The data tables are footnoted accordingly. Data from ICON's Global Public Health Solutions (GPHS) operations are only included in the 2022 data. The data for previous years were not available.

Inside this section:

ICON 2022 performance data

Global Reporting Initiative (GRI) Index

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

Sustainability Accounting Standards Board (SASB) Index

UN SDG Index



ICON 2022 performance data

	2022	2021	2020	2019	2018
Workforce^{1,2}					
Total employees ³	41,972	38,065	15,938	14,965	14,059
Workforce by gender					
Male	11,689	10,468	4,696	4,484	4,254
Female	30,171	27,572	11,208	10,447	9,740
Not disclosed	94	21	34	34	65
Other	14	3	N/A	N/A	N/A
Transgender	4	1	N/A	N/A	N/A
Workforce by geography					
United States and Canada	14,748	14,255	5,551	5,257	4,951
Latin America	2,740	2,420	893	587	560
Europe	15,230	13,765	5,387	5,098	4,578
Asia Pacific	8,795	7,234	3,977	3,848	3,860
Africa	459	391	130	175	110

Footnotes:

¹ In 2021, ICON acquired PRA Health Sciences. For data on PRA Health Sciences in 2017–2020, please see our combined 2020 ESG Report.
² GPFS data are included in the 2022 data; however, data were not available for previous years and were thus excluded.
³ Total headcount includes employees and contractors.

	2022	2021	2020	2019	2018
Workforce by ethnicity (US only)					
White	7,303	7,435	2,738	2,654	2,551
Black	1,567	1,502	572	489	443
Asian	1,351	1,265	474	463	414
Hispanic	780	699	292	250	237
Native American	59	55	16	17	19
Other ⁴	2,495	250	79	70	73
Minorities in workforce (%)	36%	34%	34%	33%	32%

Footnotes:

⁴ We report race/ethnicity data for the US based on employee self-identification on our human resource portal. The "Other" category increased significantly from 2021 to 2022 as it includes employees who did not select a race or ethnicity on their profile.

Workforce by geography, 2022



- 36% | Europe
- 35% | United States and Canada
- 21% | Asia Pacific
- 7% | Latin America
- 1% | Africa

ICON 2022 performance data, continued

	2022	2021	2020	2019	2018
Other workforce data					
Employees receiving performance reviews ⁴ (%)	96%	97%	96%	95%	97%
Total iLearn course completions	3,736,308	2,879,734	810,037	729,928	683,686
Total learning hours	2,205,351	1,382,679	485,235	413,008	347,117
Learning hours per CRA	50	79	41	39	37
Employees unionised (US only) ⁵ (%)	N/A	N/A	N/A	N/A	N/A
New roles filled with internal candidates (%)	24%	29%	28%	27%	30%
New roles filled through Graduate Development Program ⁶ (%)	6%	5%	5%	2%	N/A
New roles filled by former ICON employees returning to the company ⁷ (%)	6%	9%	5%	6%	N/A

Footnotes:

⁴ Employee performance reviews occur on an annual basis.

⁵ Data for unionised staff are not collected.

⁶ We did not have any formal programs until 2019 when we established a Biometrics academy.

⁷ We did not report on re-hires before 2018, so data are not available.

	2022	2021	2020	2019	2018
Management					
Number of company executives ⁸	19	19	16	16	18
Number of female executives ⁸	3	5	3	3	3
Female directors and above ⁹ (%)	57%	59%	56%	58%	57%
Female VP-level and above (%) ¹⁰	42%	40%	39%	35%	33%
Female managers and above (%) ¹¹	66%	66%	65%	64%	63%
Minorities in management (US only - VP-level and above) (%) ¹²	9%	8%	7%	7%	8%
Board of Directors					
Independent directors (%) ¹³	88%	83%	80%	80%	82%
Number of directors on Board	8	12	10	10	11
Number of women on Board	3	4	3	3	2
Women on Board (%)	38%	33%	30%	30%	18%

Footnotes:

⁸ A level

⁹ A-C level

¹⁰ A-B level

¹¹ A-D level

¹² A-B level. Data are only available for 75% of US workforce.

¹³ Independent in accordance with NASDAQ rules

ICON 2022 performance data, continued

	2022	2021	2020	2019	2018
Environmental^{1,2}					
Electricity consumption (MWh) ³	39,388	40,202	38,357	42,798	43,705
Percentage of electricity consumption from renewables	15%	8%	9%	11%	N/A
Purchased Renewable Energy Credits (MWh of RECs)	20,970	N/A	N/A	N/A	N/A
Total GHG emissions, all scopes (metric tons CO₂e)^{4,5,6}	41,137	32,101	28,301	59,036	57,349
Scope 1 (tCO ₂ e) – Fuel ⁶	2,211	2,388	2,202	2,050	1,827
Scope 2, location based (tCO ₂ e) – Electricity ^{6,8}	13,573	15,155	15,698	18,063	18,796
Scope 3 (tCO ₂ e) – Business travel ^{6,7}	25,353	14,558	10,401	38,923	36,726
Emissions intensity (tCO ₂ e per million in revenue) ⁹	2.04	3.15	2.95	3.39	3.77
Emissions intensity (tCO ₂ e per full-time employee) ⁹	0.38	0.45	0.52	0.92	0.69



Footnotes:

- ¹ Environmental data exclude business suites, Accellacare Network and GPHS. In 2021, ICON acquired PRA Health Sciences. PRA's environmental data was consolidated with ICON's for previous years to allow recalculation of our baseline in 2021.
- ² ICON uses The GHG Protocol Corporate Accounting and Reporting Standard to calculate GHG emissions inventory and Carbon Trust verified emissions. ICON employs three sources for emission factors and GWP rates: The annual official UK government publications of Greenhouse Gas Reporting-Conversion Factor; the annual International Energy Agency's (IEA) emissions factors report; and the IPCC 4th assessment 100 years horizon for the Global Warming Potential factors of greenhouse gases.
- ³ Electricity is ICON's most significant source of energy consumption, calculated using data from utility bills and landlord apportionment. Purchased heat and steam is negligible and thus not included in ICON's energy consumption calculations.
- ⁴ Totals may not sum due to rounding.
- ⁵ Biogenic CO₂ emissions are not applicable to ICON's Scope 1&2 emissions calculations. Refrigerant gases that appear in the 2022 emissions data include HCFC-22/R22, R410A and R404A.
- ⁶ Total GHG emissions, Scope 1 emissions and Scope 2 emissions for 2018-2021 have been adjusted since the 2021 ESG report due to the recategorisation of our Manchester office. Previously our Manchester office, which is sublet, was categorised as Scope 3; in this report it is categorised as Scope 1 and 2, resulting in the adjusted Scope 1 and 2 numbers.
- ⁷ Currently, ICON only measures Scope 3 emissions for Category 6, Business travel. We are in the process of expanding out Scope 3 assessment for future years.
- ⁸ ICON intends to begin calculating and reporting market-based Scope 2 emissions in the ESG report next year.
- ⁹ Scope 1 and 2 emissions only.

ICON 2022 performance data, continued

	2022	2021	2020	2019
Health and safety¹				
Number of fatalities	0	0	0	0
Number of high-consequence work-related injuries	30	27	16	17
Total hours worked	21,846,305	21,527,436	7,407,069	7,409,631
Total recordable incident rate (TRIR) ²	0.275	0.251	0.432	0.459

Footnotes:

¹ 2019-2020 data do not include PRA Health Sciences data.

² This rate is calculated based on 200,000 hours worked.

	2022	2021
Additional workforce data^{1,2}		
Total workers	41,972	38,065
Number of employees	40,401	37,703
Number of contractors ³	1,571	362
Workforce by type		
Permanent	40,137	36,984
Temporary	229	719
Non-guaranteed hours	1,606	362
Workforce by status		
Full-time	39,636	36,026
Part-time	2,336	2,039
Workforce by age		
<30 years old	8,841	7,480
30-50 years old	26,308	23,571
50+ year old	6,823	7,014

Footnotes:

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

² GPHS data are included in the 2022 data; however, data were not available for previous years and were thus excluded.

³ ICON uses contractors to augment general staff when necessary.

ICON 2022 Global Reporting Initiative (GRI) Index

Statement of use		ICON plc has reported in accordance with the GRI standards for the period January 1, 2022 to December 31, 2022.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI sector standard(s)		None.					
GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-1	Organisational details	ICON: Powered by Healthcare Intelligence, p. 7 2022 20-F, pg. 22, 50-55				
	2-2	Entities included in the organisation's sustainability reporting	About this report, pg. 69 Data and reporting, pg. 70 2022 20-F, p.22-23, 50-55, 106	As at 31 December 2022, ICON held a minority interest in OncaCare group, an oncology site network, and the data is not included in this report.			
	2-3	Reporting period, frequency and contact point	GRI Index	Unless otherwise noted, this report covers the period 1 January 2022 to 31 December 2022. We publish reports annually. This report was published on 16 May 2023. For questions about this or previous reports, please email sustainability@iconplc.com .			
	2-4	Restatements of information	Data and reporting, pg. 70	Because of a change in site classification, greenhouse gas emissions (GHG) data from our Manchester office, which is sublet, that were previously calculated in our Scope 3 emissions data are now categorised as Scope 1 and 2 emissions data, resulting in the adjusted Scope 1 and 2 emissions for the years 2018-2021.			

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-5	External assurance	Link to Carbon Trust Assurance Statement	<p>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.</p> <p>With guidance from the Nominating, Sustainability and Governance committee of the Board and our Chief Administrative Officer and General Counsel, we intend to expand assurance in future years as the Corporate Sustainability Reporting Directive (CSRD) and its requirements come into force.</p>			G13
	2-6	Activities, value chain and other business relationships	ICON: Powered by Healthcare Intelligence, pg. 7 Our customers, pg. 8 2022 20-F, pg. 1, 44, 74-75, 91, 95				
	2-7	Employees	ICON: Powered by Healthcare Intelligence, pg. 7 ICON 2022 performance data, pg. 71				
	2-8	Workers who are not employees	ICON 2022 performance data, pg. 74				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNCG CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Our commitment to strong corporate governance, pg. 54-55 2022 20-F, pg. 65-67, 73-75 ICON Board of Directors Webpage				G 5 G 11
	2-10	Nomination and selection of the highest governance body	Our commitment to strong corporate governance, pg. 54-55 2022 20-F, pg. 73	Additional information can be found in our 2023 AGM Notice and Proxy Materials, which will be available in June 2023 on our investor website .			
	2-11	Chair of the highest governance body	Our commitment to strong corporate governance, pg. 54-55 ICON Board of Directors Webpage 2022 20-F, pg. 75				
	2-12	Role of the highest governance body in overseeing the management of impacts	Our commitment to strong corporate governance, pg. 54-55 2022 20-F, pg. 74				G 1 G 7
	2-13	Delegation of responsibility for managing impacts	Our commitment to strong corporate governance, pg. 54-55				G 4 G 5
	2-14	Role of the highest governance body in sustainability reporting	Our commitment to strong corporate governance, pg. 54-55, 57				G 1
	2-15	Conflict of interest	Our commitment to acting ethically, pg. 58 Global Code of Ethical Conduct 2022 20-F, pg. 145-146				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNCG CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	Speak Up and Ethics Line, pg. 60 2022 20-F, pg. 42				
	2-17	Collective knowledge of the highest governance body	Our commitment to strong corporate governance, pg. 54				
	2-18	Evaluation of the performance of the highest governance body	Our commitment to strong corporate governance, pg. 54 2022 20-F, pg. 74				
	2-19	Remuneration policies	2022 20-F, pg. 68-71	2-19-b	Information unavailable or incomplete	We do not formally link executive compensation to ESG performance.	G 10
	2-20	Process to determine remuneration	2022 20-F, pg. 68-71				
	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	Leadership message, pg. 3				G 1
	2-23	Policy commitments	ICON Cares: Embedding ESG, pg. 12 Our commitment to acting ethically, pg. 58 Global Code of Ethical Conduct	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 that has questions about our policy commitments.			

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNCG CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	Our commitment to acting ethically, pg. 58 Data and reporting, pg. 70 Global Code of Ethical Conduct Global Supplier Code of Conduct Anti-Slavery and Human Trafficking Statement				
	2-25	Processes to remediate negative impacts	Our commitment to acting ethically, pg. 58 Global Code of Ethical Conduct				
	2-26	Mechanisms for seeking advice and raising concerns	Speak Up and Ethics Line, pg. 60 Global Code of Ethical Conduct				G 8
	2-27	Compliance with laws and regulations	Our commitment to acting ethically, pg. 58 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 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNCG CoP ³	
				Requirement(s) omitted	Reason	Explanation		
General disclosures								
GRI 2: General Disclosures 2021	2-28	Membership associations	GRI Index	<p>ICON is a member of associations across the globe, including the following:</p> <ul style="list-style-type: none"> – ACRO - Association of Clinical Research Organizations – Argentina- CAOIC- Cámara Argentina de Organizaciones de Investigación Clínica/Argentine Chamber Clinical Research Organizations – Australia - The Association of Regulatory and Clinical Scientists to the Australian Pharmaceutical Industry – Belgium - BeCRO - Belgian Association of CROs – Brazil - ABRACRO- Associação Brasileira de Organizações Representativas de Pesquisa Clínica/ Brazilian Association of CROs – China- DIA CHINA Clinical trial Project management – China - Taipei Biotechnology Service & Business Trade Association – Czech Republic - ACRO-CZ - Association of CROs Czech Republic – European Federation of Pharmaceutical Industries and Associations - Partner in Research – France - AFCROs- Association Française des CROs – Germany - BVMA - Bundesverband Medizinischer Auftragsinstitute/Federal Association of Contract Research Organisations Germany – Good Clinical Practice Network – Hungary - MKVT- Magyarországi Klinikai Vizsgálatszervezk Társaságának – Irish Platform for Patient Organisations, Science & Industry- IPPOSI – Italy - AICRO -Italian Association of CROs – Japan - JCROA - Japan CRO Association – Japan Society of Quality Assurance (JSQA) – Japan - KPIA- Kansai Pharmaceutical Industries Association – Korea - KSCD- Korea Society for Clinical Development – Latvia - Latvijas Klīniskās pētniecības asociācija Latvian Clinical Research association – Lithuania - Lietuvos Geros klinikinės ir reguliavimo praktikos asociacija – Netherlands - ACRON - Association of Clinical Research Organisations in The Netherlands – Peru - APOICC- Asociación Peruana de Organizaciones de Investigación Clínica por Contrato – Philippines - PCRPP- Philippine Clinical Research Professionals – Poland - POLCRO - Polish Association of Clinical Research Organizations – Romania- ACCSCR -The Association of Companies Conducting Clinical Trials in Romania – Russia - ACTO - Association of Clinical Trials Organizations Russia – Serbia - UUIOS – Slovakia - SACROP - Slovak Association of Clinical Research Organizations and Professionals – South Africa - SACRA - South Africa Clinical Research Association – Spain - AECIC - Spanish Association of Contract Research Organisations – Taiwan - Taiwan Clinical Research Association – Thailand - Association of Clinical Research Organization in Thailand – Turkey - SAKDER - Sözleşmeli Arastirma Kuruluslari Derneği 				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNG CoP ³
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Engaging our stakeholders, pg. 13				
	2-30	Collective bargaining agreements	GRI Index	Collective bargaining agreements are country specific. In countries where employees have representation via a works council or collective bargaining, ICON respects these relationships and works with these parties in a mutually respectful manner.	2-30-a	Confidentiality constraints	ICON does not publicly report this information.
Material topics							
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our ESG priorities, pg. 14-16				G 7 HR 3 L 2 E 2
	3-2	List of material topics	Our ESG priorities, pg. 15-16				HR 1
Access to clinical trials¹							
GRI 3: Material Topics 2021	3-3	Management of material topics	Driving patient-centric innovation, pg. 21 Diversity in clinical trials, pg. 24 Access to clinical trials pg. 26				
Advancing public health¹							
GRI 3: Material Topics 2021	3-3	Management of material topics	Our commitment to advancing public health, pg. 18				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
Climate change, energy and GHGs							
GRI 3: Material Topics 2021	3-3	Management of material topics	Minimising our environmental footprint, pg. 46				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Reducing energy consumption, pg. 49 ICON 2022 performance data, pg. 73				E 9
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Reducing carbon emissions, pg. 47 ICON 2022 performance data, pg. 73 Link to Carbon Trust Assurance Statement				E 6
	305-2	Energy indirect (Scope 2) GHG emissions	Reducing carbon emissions, pg. 47 ICON 2022 performance data, pg. 73 Link to Carbon Trust Assurance Statement				E 6
	305-3	Other indirect (Scope 3) GHG emissions	Reducing carbon emissions, pg. 47-48 ICON 2022 performance data, pg. 73				E 6 E 6.1
	305-4	GHG emissions intensity	ICON 2022 performance data, pg. 73 Reducing carbon emissions, pg. 48				
	305-5	Reduction of GHG emissions	Reducing carbon emissions, pg. 47-48 ICON 2022 performance data, pg. 73				
	Clinical trial ethics and conduct¹						
GRI 3: Material Topics 2021	3-3	Management of material topics	Our commitment to advancing public health, pg. 18				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
Diversity, inclusion and belonging							
GRI 3: Material Topics 2021	3-3	Management of material topics	Fostering diversity, inclusion and belonging, pg. 27				
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Fostering diversity, inclusion and belonging, pg. 27 ICON 2022 performance data, pg. 71-72				G 11
	405-2	Ratio of basic salary and remuneration of women to men	Ireland Gender pay gap report UK Gender pay gap report France Gender pay gap report	We do not report global pay gap information, but provide gender pay gap reports in countries where it is required by law.			
Employee experience							
GRI 3: Material Topics 2021	3-3	Management of material topics	Caring for our employees, pg. 36				
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Caring for our employees, pg. 36				
Talent management							
GRI 3: Material Topics 2021	3-3	Management of material topics	Managing talent, pg. 32				
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	ICON 2022 performance data, pg. 72				
	404-2	Programs for upgrading employee skills and transition assistance programs	Managing talent, pg. 32				
	404-3	Percentage of employees receiving regular performance and career development reviews	Managing talent, pg. 32 ICON 2022 performance data, pg. 72				

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
Additional GRI topic standards reported²							
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	Anti-bribery and anti-corruption, pg. 61 Our commitment to quality, pg. 67				
	205-2	Communication and training about anti-corruption policies and procedures	Ethics and compliance program and training, pg. 58 Anti-bribery and anti-corruption, pg. 61				
GRI 403: Occupational Health and Safety 2018	403-1	Worker representation in formal joint management-worker health and safety committees	Ensuring employee health and safety, pg. 39				
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Ensuring employee health and safety, pg. 39 ICON 2022 performance data, pg. 74				
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Ensuring employee health and safety, pg. 39				
	403-4	Health and safety topics covered in formal agreements with trade unions	Ensuring employee health and safety, pg. 39				
	403-5	Worker training on occupational health and safety	Ensuring employee health and safety, pg. 39				
	403-6	Promotion of worker health	Caring for our employees, pg. 36				
	403-9	Work-related injuries	ICON 2022 performance data, pg. 74				L 9 L 11

ICON 2022 Global Reporting Initiative (GRI) Index, continued

GRI standard	Disclosure	Location	Comment	Omission			UNGC CoP ³
				Requirement(s) omitted	Reason	Explanation	
Additional GRI topic standards reported²							
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Our commitment to quality, pg. 67	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	Data privacy and security, pg. 62				

¹ These material issues do not align with any GRI topic standards.

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

³ We have aligned this GRI index to specific items from the UNGC Communication on Progress (CoP) questionnaire. We will complete the full questionnaire as part of our annual CoP prior to the June 30, 2023 deadline.

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	Recommended disclosure - description	Answer, cross-reference, omissions, explanations
Governance	A. Describe the Board's oversight of climate-related risks and opportunities	2022 Climate Change CDP Response (Section C1.1b) 2022-20F, pg. 74 Our commitment to strong corporate governance, pg. 55, 65
	B. Describe management's role in assessing and managing climate-related risks and opportunities	2022 Climate Change CDP Response (Section C1.2, C1.3a) 2022-20F, pg. 36-37 Minimising our environmental footprint, pg. 46
Strategy	A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2022 Climate Change CDP Response (Section C2.1a, C2.2a, C2.3, C2.3a, C2.4)
	B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2022 Climate Change CDP Response (Section C2.4, C3)
	C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	We have not yet completed a scenario analysis, but plan to do so in the future.

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

Recommended disclosures	Recommended disclosure - description	Answer, cross-reference, omissions, explanations
Risk management	A. Describe the organisation's processes for identifying and assessing climate-related risks	2022 Climate Change CDP Response (Section C2.1, C2.2, C2.2a) Minimising our environmental footprint, pg. 46
	B. Describe the organisation's processes for managing climate-related risks.	2022 Climate Change CDP Response (Section C2.1, C2.2)
	C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	No response
Metrics and targets	A. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	2022 Climate Change CDP Response (Section C6, C7, C8.2) ICON performance data, pg. 73
	B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	2022 Climate Change CDP Response – Methodology and Verification (Section C5.2, C10.1); GHG Emissions (Section C6.1, C6.3, C6.5, C7.1-6) ICON performance data, pg. 73
	C. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	2022 Climate Change CDP Response (Section C4) Minimising our environmental footprint, pg. 46

ICON 2022 Sustainability Accounting Standards Board (SASB) Index

SASB Sustainability Accounting Standards 2018*

SASB code	Accounting or activity metric	Reference
Biotechnology and pharmaceuticals – sustainability disclosure topics and accounting metrics		
Safety of clinical trial participants		
HC-BP-210a.1	Discussion, by world region, of management progress for ensuring quality and patient safety during trials	Driving patient-centric innovation, pg. 21 Global Code of Ethical Conduct
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	Results of ICON's FDA Sponsor Inspections can be found on the FDA Inspection Database .
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	We do not report on the nature or total amount of all current litigation. However, material legal proceedings are discussed in our 2022 Form 20-F, pg. 80 . There were none in 2022.
Access to medicines		
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	Our commitment to advancing public health, starting on pg. 18 ICON's Government and Public Health Solutions website
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Not applicable
Affordability and pricing		
HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	Not applicable
HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	Not applicable
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	Not applicable

ICON 2022 Sustainability Accounting Standards Board (SASB) Index, continued

SASB code	Accounting or activity metric	Reference
Biotechnology and pharmaceuticals – sustainability disclosure topics and accounting metrics		
Drug safety		
HC-BP-250a.1	List of products listed in the Food and Drug Administration’s (FDA) MedWatch SafetyAlerts for Human Medical Products database	Not applicable
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	Not applicable
HC-BP-250a.3	Number of recalls issued, total units recalled	Not applicable
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	Not applicable
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Not applicable
Counterfeit drugs		
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Not applicable
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Not applicable
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	Not applicable
Ethical marketing		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Not applicable
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Not applicable

ICON 2022 Sustainability Accounting Standards Board (SASB) Index, continued

SASB code	Account of activity measure	Reference
Biotechnology and pharmaceuticals – sustainability disclosure topics and accounting metrics		
Employee recruitment, development & retention		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Managing talent, p. 32-33
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	Not reported
Supply chain management		
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third party audit programs for integrity of supply chain and ingredients	Not applicable
Business ethics		
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	We do not report on the nature or total amount of all current litigation. However, material legal proceedings are discussed in our 2022 Form 20-F, pg. 80 . There were none in 2022.
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Our commitment to acting ethically, pg. 58 Global Code of Ethical Conduct Global Policy on Interactions with Healthcare Stakeholders
Activity metric		
HC-BP-000.A	Number of patients treated	428,000+ patients served in 2022
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	470+ clinical studies were completed in 2022, with 13 new products approved



*This applies the 2018 version of the SASB Standards; “2018” refers to the Standards issue date, not the date of information presented in this report.

ICON 2022 UN SDG Index



As a signatory of the United Nations Global Compact, we are committed to the United Nations Sustainable Development Goals (SDGs). In this index, we summarise some of the ways ICON contributes to specific SDGs and their targets and provide links to read more about our efforts.

SDG goal	Target(s)	ICON activity, initiative or goal	Reference
<p>3 GOOD HEALTH AND WELL-BEING</p> 	<p>3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all</p> <p>3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>	<p>Use our expertise and resources to promote health and advance healthcare, including expanding access to and diversity in clinical trials. Goals and activities include:</p> <ul style="list-style-type: none"> – Innovate and collaborate with customers and others to develop capabilities and solutions that support decentralized 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 – 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 – Partner with customers to develop novel drugs to prevent and/or treat communicable diseases such as RSV – Participate in industrywide organisations and conferences to collaborate on the issue of underrepresentation in clinical trials – Increase awareness and action within the healthcare and biopharma industries to address antimicrobial resistance, which the World Health Organization has tagged as one of the top 10 public health threats 	<p>Our commitment to advancing public health, pg. 18</p> <p>Diversity in clinical trials, pg. 24</p>



ICON 2022 UN SDGs Index, continued

SDG goal	Target(s)	ICON activity, initiative or goal	Reference
5 GENDER EQUALITY 	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	<p>Promote gender equality within our organisation and within healthcare more broadly. Goals include:</p> <ul style="list-style-type: none"> - 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"> - Monitoring and achieving pay equity for our employees worldwide - Increasing representation of employees across the gender spectrum in ICON's senior leadership positions: In 2021, we set a goal to have gender parity at the VP level and above by 2025. As at 31 December 2022, we were 84% of the way to this goal. - Within healthcare more broadly, collaborate with customers and other organisations to promote participant diversity in clinical trials - Working with our customers, we facilitate drug development for women's health, including Fezolinetant, which ensures women can participate fully in public and professional life 	<p>Fostering diversity, inclusion and belonging, pg. 27</p> <p>Diversity in clinical trials, pg. 24</p>
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p> <p>9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities</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. Initiatives in 2022 included:</p> <ul style="list-style-type: none"> - The opening of the new Clinical Research Unit Groningen in the Netherlands, in partnership with the University Medical Centre Groningen and Triade. This new facility combines the expertise and infrastructure of an academic hospital and ICON's commercial focus - Partnerships with UCD Smurfit School of Business and University of Paris to train data analysts and clinical research associates (CRAs) through innovative new degree programs - ICON University's Early Career Development program upskills promising candidates to take on CRA roles, with more than 350 candidates participating in 2022 	<p>Our commitment to advancing public health, pg. 18</p> <p>Diversity in clinical trials, pg. 24</p>

ICON 2022 UN SDGs Index, continued

SDG goal	Target(s)	ICON activity, initiative or goal	Reference
<p>10 REDUCED INEQUALITIES</p> 	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</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 and activities include:</p> <p>In our own operations:</p> <ul style="list-style-type: none"> - Increase diverse representation in ICON's senior leadership positions - Monitor and maintain pay equity for our employees worldwide - Require all people leaders to participate in bias elimination training - 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 <p>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.</p>	<p>Fostering diversity, inclusion and belonging, pg. 27</p> <p>Diversity in clinical trials, pg. 24</p>
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</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"> - Consider sustainably-sourced materials in our facilities and operations where possible. - Reduce waste and increase recycling in our office facilities, including: <ul style="list-style-type: none"> - Manage and ensure the proper disposal of hazardous, biological and chemical waste - Reduce e-waste through extended life activities and purchasing instead of leasing equipment - 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 - Engage employees in ICON's sustainability activities, including our Sustainability Month events each May 	<p>Driving patient-centric innovation, pg. 21</p> <p>Minimising our environmental footprint, pg. 46</p>

ICON 2022 UN SDGs Index, continued

SDG goal	Target(s)	ICON activity, initiative or goal	Reference																					
<p>13 CLIMATE ACTION</p> 	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	<p>Minimise the global environmental footprint of our offices and operations, including our carbon footprint. We set three environmental goals across the organisation on which we have made significant progress:</p> <ul style="list-style-type: none"> – 100% renewable electricity by 2025 (61.7% renewable sources in 2022; 15% from direct tariffs and 46.7% from RECs) – 20% reduction in electricity (kWh) use by 2030 (10% reduction in kWh since 2018) – Net-zero carbon emissions on Scope 1 & 2 by 2030 <p>In 2022, ICON furthered its work toward setting an SBT by engaging with Carbon Trust to complete a Scope 3 footprint mapping to understand the Scope 3 categories relevant to ICON’s emissions footprint so we can better understand how we could achieve SBTi targets.</p>	<p>Minimising our environmental footprint, pg. 46</p>																					
<p>17 PARTNERSHIPS FOR THE GOALS</p> 	<p>17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</p> <p>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p>Partner with organisations across functions and industries to advance public health and drive better outcomes for patients. Across the healthcare ecosystem, we work with customers, business partners, NGOs/patient advocacy organizations, investigators, hospitals/universities, and industry groups.</p> <p>In our 2022 ESG Report, we discuss partnerships with:</p> <table border="0"> <tr> <td>Customers</td> <td>CDP</td> <td>Children of Heroes Charity Fund</td> </tr> <tr> <td>University Medical Centre Groningen (UMCG)</td> <td>Energy and Technical Services (ETS)</td> <td>Cystic Fibrosis Trust</td> </tr> <tr> <td>Ending Workplace TB</td> <td>eForce</td> <td>The Trevor Project</td> </tr> <tr> <td>LifeWorks</td> <td>SolarBuddy</td> <td></td> </tr> <tr> <td>Gartner</td> <td>Dublin City University</td> <td></td> </tr> <tr> <td>Carbon Trust</td> <td>Trinity College Dublin</td> <td></td> </tr> <tr> <td>EcoVadis</td> <td>Pharmaceutical Supply Chain Initiative</td> <td></td> </tr> </table>	Customers	CDP	Children of Heroes Charity Fund	University Medical Centre Groningen (UMCG)	Energy and Technical Services (ETS)	Cystic Fibrosis Trust	Ending Workplace TB	eForce	The Trevor Project	LifeWorks	SolarBuddy		Gartner	Dublin City University		Carbon Trust	Trinity College Dublin		EcoVadis	Pharmaceutical Supply Chain Initiative		
Customers	CDP	Children of Heroes Charity Fund																						
University Medical Centre Groningen (UMCG)	Energy and Technical Services (ETS)	Cystic Fibrosis Trust																						
Ending Workplace TB	eForce	The Trevor Project																						
LifeWorks	SolarBuddy																							
Gartner	Dublin City University																							
Carbon Trust	Trinity College Dublin																							
EcoVadis	Pharmaceutical Supply Chain Initiative																							

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 when 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, including their respective annual reports and other SEC filings, which are available on the SEC's website at <https://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 109 locations in 53 countries and has approximately 41,150 employees as of 31 March 2023.

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