



Ireland gender pay gap report 2022



ICON's people define our success and our future

People are at the core of ICON's mission to help our customers accelerate the development of drugs and devices that save lives and improve quality of life of patients around the world. Difference drives innovative thinking which is critical for our customers and as a global company with over 42,000 employees in over 70 countries; we encourage diversity of all kinds.

Our values and purpose are central to our culture and shape how we work together in a connected and transparent way.

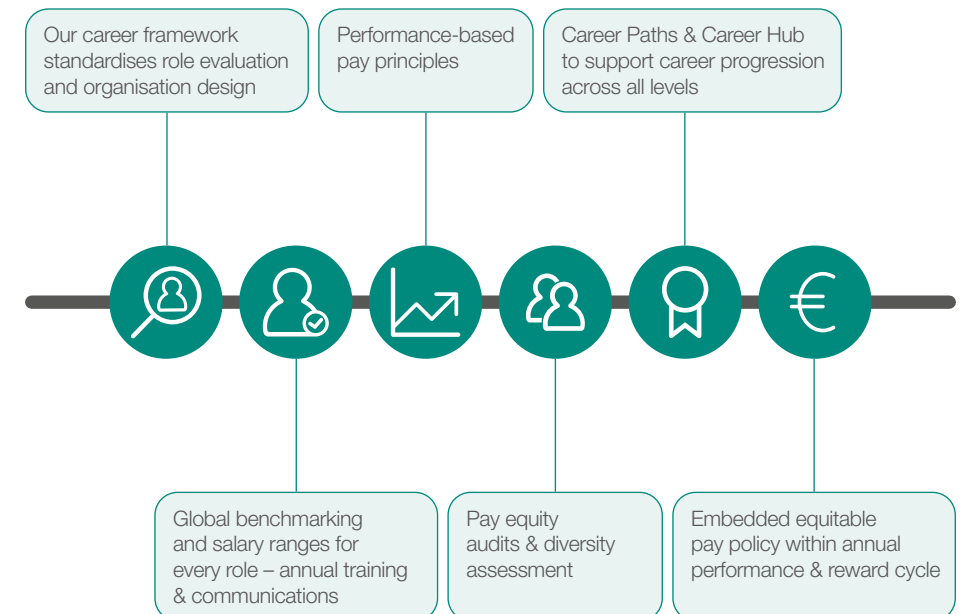
ICON has a dynamic track record for growth and pace of change. In recent years, we have grown rapidly, and with the acquisition of PRA Health Sciences in July 2021, our global headcount more than doubled. Our growth has been both organic and through several acquisitions. We are a truly global operation, deliberately structured as international teams so that we can support the delivery of our customers' clinical development programmes across multiple geographies.

To support this growth, we have made and will continue to make, significant investments in organisation design structures, tools and communications, which ensures that we have a gender neutral approach to pay decisions. We do not have an equal pay issue at ICON, and we have access to high quality information which ensures that men and women are paid equally for doing equivalent work.

Making gender irrelevant to our decisions on pay

At ICON, we pay male and female employees equally for the same or equivalent work. We have worked hard to structure our pay principles to ensure that gender is not a factor in how we deliver rewards.

This information is hosted through core technology, enabling our people leaders direct access to information which informs and supports their decision making.



Our gender pay statistics

In accordance with the Gender Pay Gap Information Act 2021, which requires all companies with 250 or more employees in the Ireland to publish their gender pay gap annually, the following data is provided for our main employing entity in Ireland – ICON Clinical Research Limited (Ireland) as at the snapshot date in June 2022.

Pay and Bonus Gap difference between men and women

	Mean	Median
Hourly Pay	16.3%	12.4%
Hourly Pay (Part Time Only)*	-133.8%	-50.5%
Hourly Pay (Temporary Only)**	18.7%	23.4%

Mean figure = the difference between the average of men's and women's pay

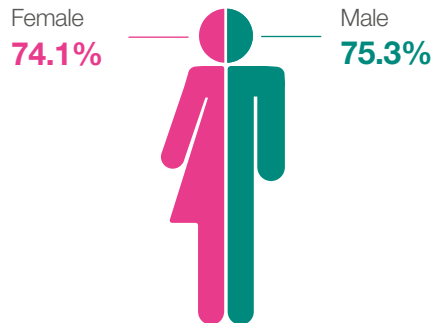
Median figure = the difference between the midpoints in the ranges of men's and women's pay

*the negative part time hourly pay means that the average part time females hourly pay is higher than the average part time males hourly pay.

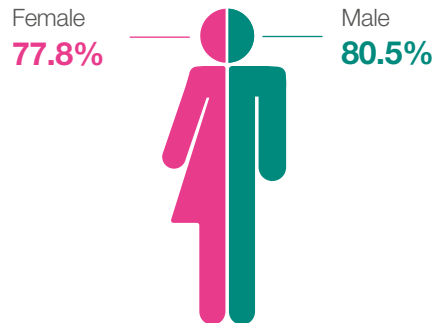
**temporary employees represent 1.2% of our Ireland employee population

Our mean bonus gap is 43.8% and median bonus gap is 38.0%. If we incorporate all Irish entities, our Ireland overall median pay gap is 11.36% and median bonus gap is 40.69%. Excluding our global executive leaders, some of whom are based in Ireland as it is our global HQ, the median pay gap is 11.32% and the median bonus gap 38.46%.

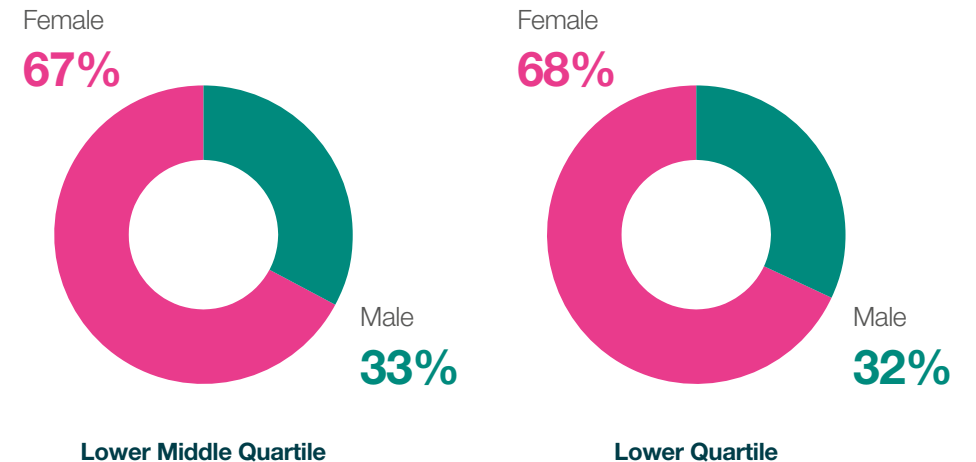
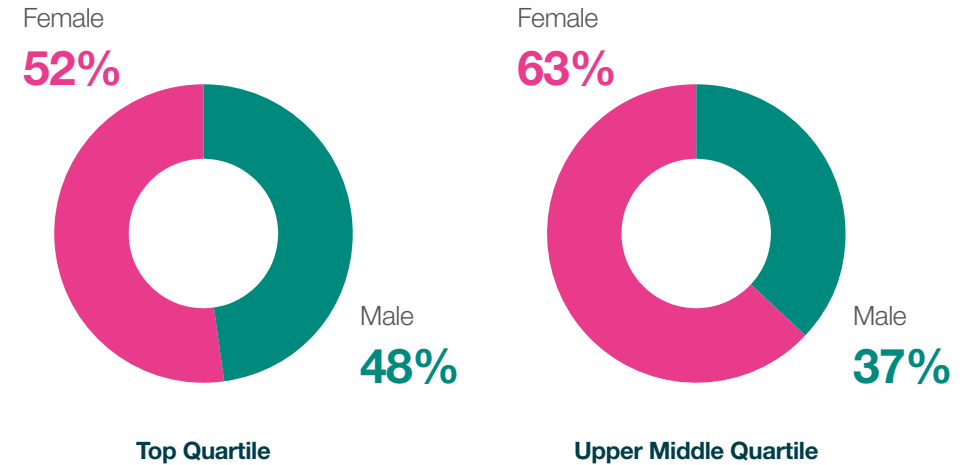
Proportion of males and females receiving a bonus payment:



Proportion of males and females receiving a BIK payment:



Proportion of males and females in each pay quartile



Understanding the gap

Our Irish gender pay gap is the result of fewer women than men in the most senior roles in the Ireland and a higher proportion of women than men in our non-manager and entry level roles. At ICON, we pay male and female employees equally for the same or equivalent work.

Overall, 62% of our population are females, and 38% of our population are males, and representation in the pay quartiles are as follows:

- a higher proportion of females are paid within the “Top” and “Upper Middle” pay quartiles
- a higher proportion of the overall, total female population occupy roles within the “Lower Middle” and “Lower” pay quartiles

The majority of employees in ICON are eligible to receive a performance-based bonus. The proportion of males and females receiving a bonus payment in the reportable entity over the snapshot period was 75.3% for males and 74.1% for females.

For the purposes of the Irish gender pay gap calculation, there is no adjustment to or exclusion from the calculation for those on reduced pay or bonus during the period such as those on reduced pay due to maternity or parental leave.

The gap in our bonus is primarily as a result of the majority of senior roles being occupied by more males. The most senior roles provide a larger overall bonus and restricted stock unit vesting opportunity and therefore are the core contributor to the bonus gap.

Finally, we have a proportion of our employees working on a part time basis, and 85% of these are female. Where we have paid bonuses to part-time colleagues, they are prorated to reflect reduced hours; however the bonus pay gap calculation as set out by the regulations do not recognise that individuals may be working part-time. At ICON we plan to continue to offer such flexible arrangements which are valued by our employees in order to offer them choice in how they work with us throughout their careers.

Overall we have a higher proportion of females across the Irish population. We have identified that a core driver of our gap is the unequal distribution of men and women in our most senior roles. We are therefore focusing our efforts to drive proportionate representation of males and females at the most senior levels of the organisation.



Closing the gap

Initiatives to address the Gender Pay Gap

Diversity, inclusion, and belonging are fundamental to our culture and values. Our rich diversity makes us more innovative and more creative, which helps us better serve our patients, our customers and our communities.

Our four ambitions are:

1. Our Patients

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

2. Our Partners

To maximise the impact of our efforts through collaboration with our customer partners

3. Our People

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

4. Our Community

To support the advancement of health and wellbeing in our community

Under ICON we now have in place a Diversity, Inclusion and Belonging (DIB) governance structure committed to building a more inclusive ICON. This includes a DIB steering committee comprised of employees and HR members.

A number of unified employee community groups have been set up including:

DAWN – striving to develop and foster 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.

EmBRACE - supporting all race and ethnic backgrounds in creating an inclusive workplace culture.

NOW – The Networking Organisation for Women is committed to inspiring and connecting current and potential leaders through an inclusive environment of targeted initiatives and supporting mentorship. **Women in Technology's** (WIT at ICON) mission is to build a community to promote women in IT across ICON towards our greater goal of gender equity at all levels.

PRIDE – committed to creating an inclusive workplace where our LGBTQ+ colleagues can feel comfortable bringing their whole selves to work.

SPACE – Supporting parents and carers everywhere.

Learning & Development

- The Senior Leadership Development Programme focusses on the development of senior female talent to ensure they are 'ready' to progress to the next step of their career.
- ICON's 'Stepping up/ Stepping in' coaching programme supports female talent as they transition back into ICON after extended periods of leave such as maternity leave, illness, and career breaks.
- iMentor is a two-track mentoring programme focussing on the developing a culture of mentoring at ICON. This programme is aligned with our DIB initiatives, and organisational and talent strategies.
 - iMentor for development is a scalable, global mentoring programme focussed on the development of women and underrepresented groups.
 - iMentor HiPo Programme is designed to support the development of leaders who are on succession plans for ILT and VP roles.
- Our Diversity Inclusion & Belonging Learning Journeys are now available for all on our Intranet and Career Hub portals. These Learning Journeys have been developed by our Community Groups are a core part of building awareness and educating our people on the challenges faced by underrepresented groups, awareness and understanding of bias, microaggressions and suggested readings to further knowledge.
- Diversity, Inclusion & Belonging Training for People Leaders has been rolled out in Q1 2022.
- #IamRemarkable training for women and members of underrepresented groups has been rolled out in Q1 2022 helping attendees become better at self-promotion and articulating the value they bring to the organisation.
- Activities undertaken by our network groups include a disability awareness network podcast series on awareness and inclusivity, EmbRACE panel on unconscious bias, PRIDE Panel and My Story videos, NOW gender equality panel, SPACE parents and carers video series as well as a return to work buddy programme for employees returning to work from extended leave.
- Partner with external organisations to enhance Diversity, Including, and Belonging understanding and best practice such as:
- Black Women in Clinical Research, Handshake, OutBio Ireland, Trinity Centre for People with Intellectual Disabilities (TCPID), Adecco, Proud Science Alliance, 30% Club.

ICON is committed to offering employees exciting roles and significant career opportunities as well as flexible working arrangements that aim to help all employees to balance life and work commitments. We also have an excellent trend for return to work post maternity leave, which is governed by a high quality policy. We will continue to invest in a variety of initiatives that are focused on closing the gender pay gap.



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About ICON

ICON is the world's leading clinical research organisation, powered by healthcare intelligence. 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 99 locations in 46 countries and has approximately 41,150 employees as of 1 November 2022.