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# 2023

## ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

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# About This Report

Thank you for your interest in Legend Biotech's inaugural Environmental, Social, Governance (ESG) report. The primary reporting period is from January 1, 2023, to December 31, 2023. This report was prepared with reference to the Sustainability Accounting Standards Board's (SASB) sector standard for the Biotechnology and Pharmaceuticals industry. Going forward, we plan to report annually.

**For more information or questions, please contact**  
[Investor@legendbiotech.com](mailto:Investor@legendbiotech.com)



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# A Message from Our CEO

**Ying Huang, Ph.D.**

Chief Executive Officer | Legend Biotech



Legend Biotech was founded as an early-stage cell therapy company in 2014 with a vision to treat diseases using antibody-based therapeutics. By 2015, we were one of the world's first biotech companies to engineer CAR-T cells targeting B-cell maturation antigen (BCMA) protein. Today, we are a global company with more than **1,800 employees and three core technologies**. To date, more than 710 patients have received our investigational therapies in clinical trials.

In our inaugural environmental, social, and governance (ESG) report, I'm proud to share how we incorporate ESG across our business to grow sustainably while bringing transformative therapies to market.

In 2023, we took steps to formalize our ESG strategy by aligning with the Sustainable Accounting Standards Board (SASB) standards and developing a roadmap for ESG data collection and disclosure. These efforts enable us to baseline our current performance in accordance with industry best practices as well as identify and plan for improvement opportunities.

We are passionate about developing cutting-edge cell therapies with the healthcare community. **As of December 2023, we have 87 issued patents with 546 pending patent applications.** With one of the largest global cell therapy research and development teams in the biotech industry, we continue to develop our portfolio to strengthen patients' immune responses and fight diseases that are considered intractable and incurable.

Our collaborations with academic research institutions, industry peers, and regulatory authorities help us advance scientific breakthroughs. We entered into a worldwide collaboration and license agreement with Janssen Biotech, Inc. (Janssen), a Johnson & Johnson company, in 2017 to develop, manufacture, and commercialize cilta-cel under the name CARVYKTI®

(cilta-cel), which is indicated for the treatment of adult patients with relapsed or refractory multiple myeloma after four or more prior lines of therapy, including a proteasome inhibitor, an immunomodulatory agent, and an anti-CD38 monoclonal antibody.<sup>1</sup> In 2023, it is estimated that more than 35,000 people will be diagnosed with multiple myeloma, and more than 12,000 people will die from the disease in the U.S.<sup>2</sup>

Our ability to serve patients and transform the world of oncology and medicine is made possible by our dedicated workforce. Our 2023 employee engagement survey indicated that the majority of our U.S. employees are proud and inspired by their work at Legend Biotech. Our team is filled with passionate individuals who not only make an impact through their work, but also through their community engagement, including participation in company-hosted blood drives and fundraisers.

We maintain high environmental, health, and safety standards throughout our operations, allowing us to swiftly innovate and satisfy commercial demand while keeping our workforce and the environment's well-being at the forefront. This includes optimizing our research and development processes through efficient resource and emissions management. **In 2023, we completed our first greenhouse gas inventory, calculating Scope 1 and 2 emissions.**

To position Legend Biotech for future growth, we strengthened our corporate governance in several areas. We expanded our Board of Directors in 2022 and established a Strategic Advisory Board in 2023 to advise on strategic initiatives to advance the company's cell therapy platforms.

In future reports, we will share further progress on our ESG initiatives. We recognize that ESG is a journey that requires collective effort. We intend to work across our business and with our stakeholders to sustainably deliver on the promise of cell therapy.



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<sup>1</sup>Full prescribing information for CARVYKTI® is available [here](#).

<sup>2</sup>American Cancer Society. "Key Statistics About Multiple Myeloma." Available [here](#). Accessed Nov 2023.





# About Legend Biotech

Legend Biotech (NASDAQ: LEGN) is a global biotechnology company developing, manufacturing, and commercializing life-saving therapies.

Headquartered in Somerset, New Jersey, we develop advanced cell therapies across a diverse array of technology platforms, including autologous chimeric antigen receptor T-cells and allogeneic chimeric antigen receptor T-cells such as gamma delta ( $\gamma\delta$ ) T cell), natural killer (NK) cell-based immunotherapy, and non-gene-editing universal CAR-T. From our three research and development (R&D) sites around the world, we apply these innovative technologies to pursue the discovery of cutting-edge therapeutics for patients worldwide.

Our pipeline is made up of investigational therapies and innovative technologies in personalized medicine. We are devoted to exploring the potential of cell therapies to treat diseases considered intractable and incurable, such as hematological malignancies and solid tumors.



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# Legend Biotech at-a-Glance<sup>3</sup>

Founded in **2014**  
Headquarters in **Somerset, New Jersey**

**\$1.3B**  
In cash and cash equivalents,  
deposits, and short-term investments

**710+**  
Patients treated in  
clinical settings to date



**1,800+**

Employees in the U.S., China, and Europe

**10**

Investigative therapies  
in our **pipeline**

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## Our Values

### Integrity

We value honesty, ethical business conduct, and transparency.

### Innovation

We promote a creative culture to drive scientific breakthroughs and continuous improvement.

### Accountability

We deliver on our commitments.

### Passion

We approach our work with dedication and enthusiasm.

### Collaboration

We embrace differences, communicate openly, and build trust.

<sup>3</sup>Data as of December 31, 2023.



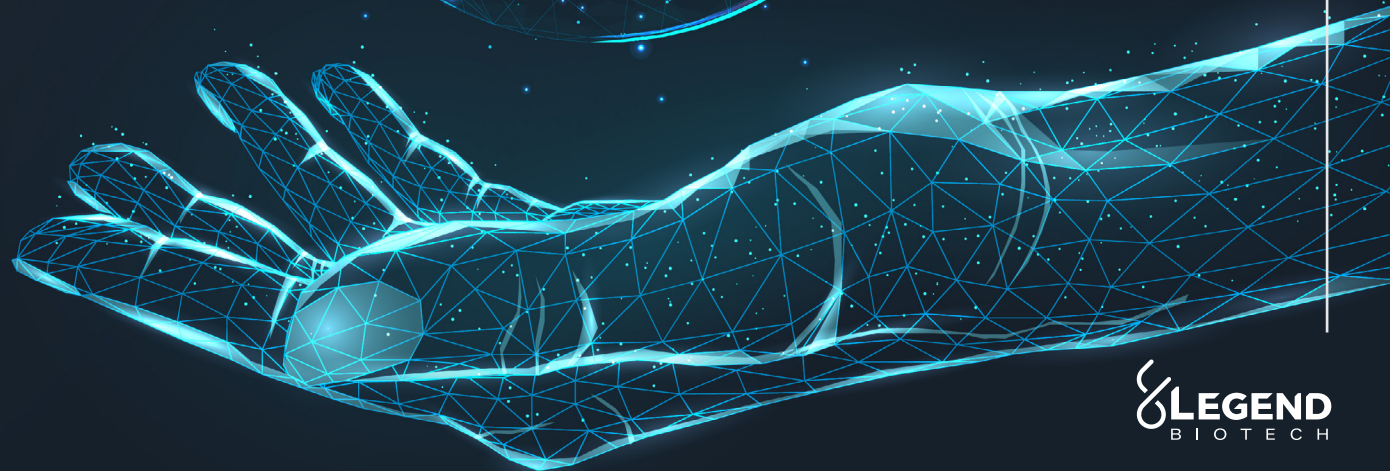
# Approach to ESG

At Legend Biotech, ESG is entwined across our operations and our endeavor to deliver life-saving therapies for patients. We cultivate a diverse workforce of passionate individuals and keep efficiency and integrity top of mind through robust governance and environmental, health, and safety management.

## IN THIS SECTION:

Stakeholder Engagement

Formalizing Our ESG Strategy



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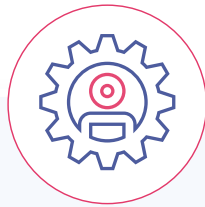
# Our ESG Pillars

We approach ESG across the following pillars and reporting topics:



## Caring for Patients, Delivering Transformative Innovations

- Innovation
- Product safety and quality
- Treatment access
- Patient engagement and satisfaction



## Engaging with Employees and Communities

- Employee attraction, engagement, and development
- Community engagement



## Fostering Operational Efficiency and Integrity

- Environmental, health and safety
- Corporate governance
- Cybersecurity and data privacy

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# Stakeholder Engagement

Our stakeholders help inform our ESG focus areas. We engage and gather insight from different stakeholder groups including:

## Communities

Volunteerism and collaborations with local organizations.

## Employees

Employee communications via email and meetings, employee surveys, quarterly town halls, and engagement events.

## Investors

Investor calls, meetings, events, and communications available on our Investor Relations website such as public filings, press releases, and presentations.

## Vendors

Supplier screening and onboarding procedures and communications via email and in-person or remote meetings.

## Patients

Offering product information, such as the official patient website for CARVYKTI®, in collaboration with Janssen.

## Medical Professionals and Institutions

Communication and collaboration with healthcare providers independently and in collaboration with Janssen, sharing research findings and publications, sponsoring or participating in medical conferences and events, and providing training and educational resources on therapy and treatment protocols.



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# Formalizing Our ESG Strategy

In 2023, we engaged with a third-party expert to help formally establish our approach to ESG. Our strategy centers around incorporating ESG reporting within our organization through data management and alignment with recognized reporting standards.

## Our 2023 milestones included:

### Inaugural ESG report aligned with SASB standards

Our 2023 ESG report marks our first year of reporting, and we aspire to share our ESG performance and progress regularly going forward. We have aligned our report with the Sustainable Accounting Standards Board (SASB) standards, which are recognized for their investor- and industry-centric ESG guidelines. See the SASB Index on page [38](#).

### Measuring our ESG performance

A significant milestone of the year included enhancing our data management by centralizing our ESG data into Schneider Electric's EcoStruxure™ Resource Advisor software. As a part of this process, we began measuring and reporting our Scope 1 and 2 emissions and energy consumption. We aim to broaden our key performance indicators (KPIs) and data management to disclose additional ESG information relevant to our stakeholders in the coming years.

## ESG Governance

**The Board Audit Committee** provides oversight of our ESG program including governance over ESG-related risks and opportunities, disclosure, and performance.

**The Leadership Team** sets the strategic direction for Legend Biotech, including guiding the company on issues that intersect with, and advance, the company's ESG programs and initiatives. Leaders regularly report to the Board regarding ESG-related matters.

**Functions** execute ESG initiatives as they relate to their responsibilities and expertise. For example, Human Resources manages initiatives related to talent attraction, engagement, and retention, while Facilities prioritizes enhancing building and facility efficiency. In 2023, an Executive Director of ESG and Investor Relations was appointed to lead our reporting efforts and further advance ESG initiatives company-wide.

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# Caring for Patients, Delivering Transformative Innovations

At Legend Biotech, we aim to revolutionize medicine through a diverse range of cellular therapies to address unmet medical needs. Our dedication to extensive R&D, safety, and patient outcomes fuels our pursuit of groundbreaking innovations for patients worldwide.

## IN THIS SECTION:

Innovation at Legend Biotech

Caring for Patients



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# Innovation at Legend Biotech

Our passion for patients drives our robust culture of research and innovation. We are inspired by their perseverance and driven to develop life-saving technologies and therapies that foster hope.

Innovation is a cornerstone of our company culture. Since inception, we've invested more than \$1.5 billion in R&D. We've produced the therapy **CARVYKTI®**, approved by the U.S. Food and Drug Administration (FDA)<sup>4</sup> and regulatory agencies in the EU<sup>5</sup> and Japan<sup>6</sup>, and we've built out an extensive pipeline of investigational therapies and technologies. To learn more about the breadth and status of investigational therapies within our pipeline, see our [website](#).

Our intellectual property includes work on both autologous and allogeneic cell therapy programs focused on key technical challenges to generate deep, durable responses, including options for patients who relapse.

We employ an institutional R&D model that accelerates cell discovery and development. Our platform allows us to bridge the gap between discovery research and patient treatments for hematologic malignancies and solid tumors.

## To achieve optimum results in our R&D efforts, we:

- **Draw from the expertise of our workforce.** Approximately 164 employees hold Ph.D. and/or M.D. degrees, and approximately 300 employees engage in R&D activities.
- **Readily invest in research** to understand diseases and immune biology. In our pre-clinical research, we focus on cultivating a deep understanding of diseases, patient populations, disease markers, and stages of diseases. We invested over \$383 million in R&D in 2023, bringing our total investments since inception to over \$1.5 billion.
- **Leverage a variety of fundamental technologies, tools, and systems in R&D processes.** During new constructions, we explore opportunities to equip our laboratories with state-of-the-art R&D features and technology such as our cutting-edge facilities in Ghent, Belgium. See page [32](#) for more details.
- **Support investigator-initiated trials (IITs)** to accelerate clinical proof of concept (POC) for new platforms and products.
- **Follow GxP (good practice) guidelines** for lab tests, clinical trials, and therapy manufacturing.
- **Collaborate globally with trusted companies that support innovation.** See page [13](#) for more details.

<sup>4</sup><https://www.businesswire.com/news/home/20220228006246/en/>

<sup>5</sup><https://www.businesswire.com/news/home/20220525005944/en/>

<sup>6</sup><https://www.businesswire.com/news/home/20220926005847/en/>



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# Our End-to-End R&D Capability

## Binding Domain-Selection and Construct Design:

Proprietary methodology to optimize the selection of binding domains and design CAR-T constructs with two or more antigen-binding domains.

## Clinical Proof of Concept:

Efficient clinical translation with Investigational New Drug (IND) applications and IITs, working with KOLs in US and China.



## Antibody Screening Platforms:

High-throughput antibody screening and engineering capability, including single-domain antibodies generated from llama and conventional antibodies.

## Pre-Clinical Validation:

Robust *in vitro* and *in vivo* screening platforms to prioritize pipeline assets.

CMC Manufacturing

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## Collaborating for Scientific Breakthroughs

**Academia and Universities:** We are collaborating with the Trinity Translational Medicine Institute and St. James Hospital in Dublin, Ireland, to access patients' primary tumor samples in certain indications of interest. As a result of this collaboration, we can analyze patient samples and develop new methods to help inform our cell therapy products<sup>7</sup>.

**Clinicians and Hospitals:** We also have a strong network of hospitals and academic centers in China, which provide proof of concept for our investigational therapies. Our pipeline agents are evaluated in investigator-initiated studies at academic and major hospitals across the country. Also, in the U.S., we've built a network with clinics and hospitals through our medical affairs and clinical development teams.

<sup>7</sup>[https://www.tcd.ie/news\\_events/articles/trinity-st-jamess-and-legend-biotech-strategic-collaboration-explores-solid-tumours/](https://www.tcd.ie/news_events/articles/trinity-st-jamess-and-legend-biotech-strategic-collaboration-explores-solid-tumours/)





## Collaborating for Scientific Breakthroughs (continued)

**Global Regulatory Authorities:** Agencies such as the **U.S. FDA**, the **European Medicines Agency (EMA)**, and **China's National Medical Products Administration (NMPA)** regulate our product development process. We work closely with these agencies to seek their input throughout the process, which might include requesting:

- Regular interactions (i.e., meetings and written communications) to ensure our development activities are aligned with agency requirements whenever possible.
- Certain designations such as orphan drugs, breakthrough therapies, regenerative medicine advanced therapy, fast track, priority medicines, and more to facilitate the development of our products and ensure timely approval and market access.

**Corporate Collaborations:** We build business relationships that make good scientific sense and have strong business value, regardless of modality or technology. Our Business Development professionals in North America (New Jersey), Europe (Ireland), and China (Nanjing) are dedicated to creating collaborations that are mutually beneficial and have the potential to positively impact patients' lives. We collaborate with companies that complement our services to bring our therapies to patients worldwide. Our shared efforts since 2017 with **Janssen**, regarding cilta-cel and since 2022 with Novartis, regarding certain CAR-T therapies targeting DLL3, are examples of our impactful collaboration.

## Product Safety and Quality

Our ethical standards provide the foundation for our development of transformative innovations, from the start of our research to the commercialization of our therapies. We possess regulatory intelligence to ensure comprehensive quality controls, as well as appropriate processes, procedures, and personnel, are in place to comply with applicable regulations. This includes setting up documentation systems and designing rules for how we conduct investigations, audits, and quality controls.

### We approach product testing by:

**Inspecting and testing controls for raw materials** both during R&D and in the finished product. Controls include ensuring there's no contamination and that qualified methods and specifications meet appropriate quality requirements based on U.S. Pharmacopeia standards.

**Release testing** to demonstrate that our product meets commercial or clinical specifications.

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## Product Safety and Quality (continued)

**Designing the product for human clinical trials**, which entails:

- Ensuring the product is active via test-tube analysis and animal testing.
- Testing in the pre-clinical phase, which involves safety testing.
- Testing the product quality for purity, activity, zero contaminants, or other issues.

**To ensure the quality, consistency, and efficiency of our manufacturing processes, we have robust quality management systems in place entailing:**

- Comprehensive end-to-end procedures.
- Individual processes for investigating deviation or out-of-spec products (deviation, complaint, change control, and corrective action, preventative action known as CAPA).
- Clearly defined roles and responsibilities across our quality department.
- Additional processes for audits and supplier qualification.

## Clinical Trials

We design and implement human clinical trials in countries worldwide, including the U.S., Canada, EU, China and other countries within Asia, the Middle East, and South America. As of December 31, 2023, we have 14 clinical studies underway worldwide, and 3 preclinical programs in development.<sup>8</sup>

For U.S. trials, we follow **FDA guidelines** mandating diversity in clinical trials. Our studies take place in academic settings with community socio-economic diversity. In China, we follow the guidelines established by the **National Medical Products Administration** (NMPA). The EU enacted the **Clinical Trial Regulation** (CTR) to harmonize and streamline clinical trial authorizations, simplify adverse event reporting procedures, improve the supervision of clinical trials, and increase transparency.

We provide regular updates regarding ongoing clinical trials in our investor presentations, accessible [here](#).

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<sup>8</sup><https://legendbiotech.com/research-development/pipeline/>



# Caring for Patients

We are on a mission to change lives through our therapies and technologies. We focus on bringing hope to patients and families combatting serious and intractable diseases. This includes working diligently to expand access to our therapy, scale our production, and offer patients support throughout their treatment journey.

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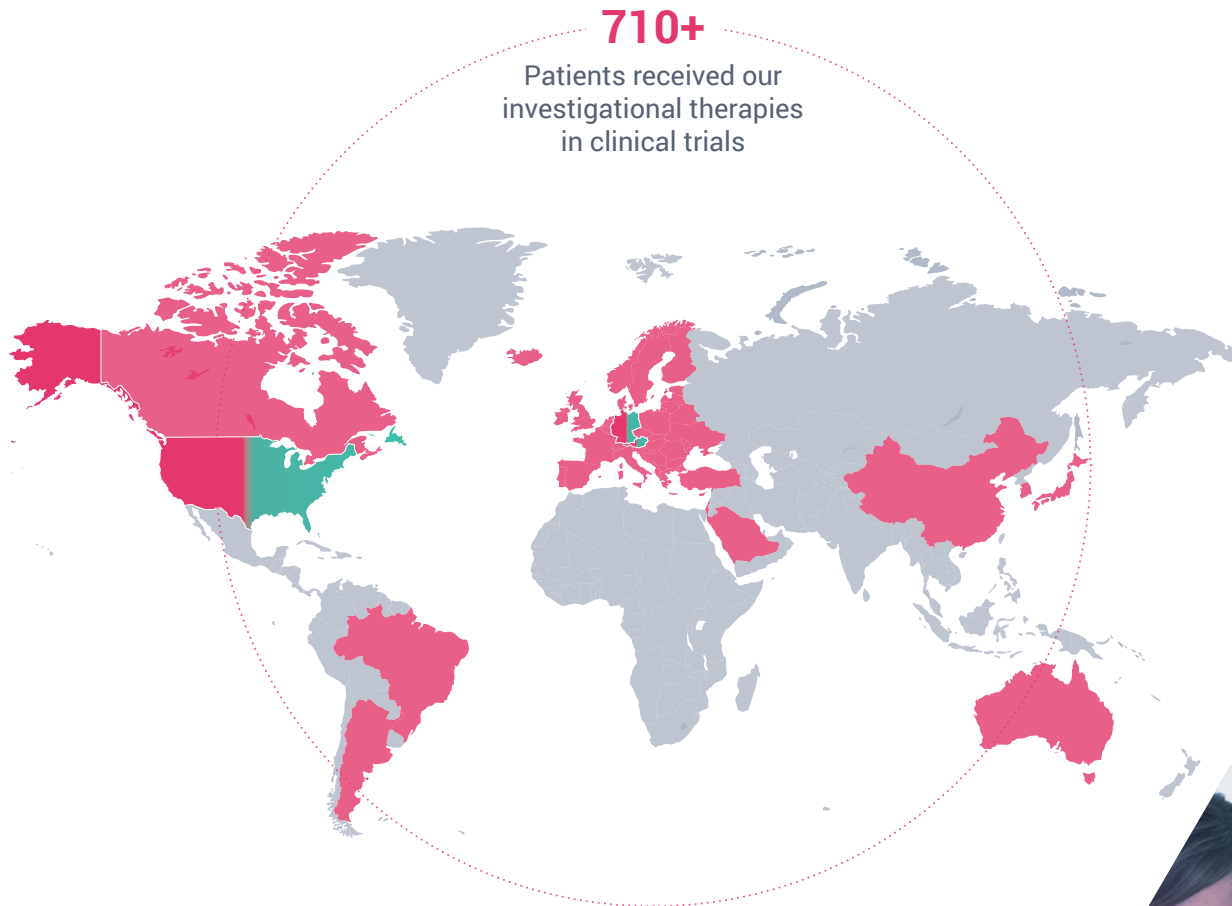
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# Reaching Patients Around the World



● Regions with clinical trials underway

● Offer **CARVYKTI®** as a commercial treatment option to patients

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## Increasing Access to Treatments

At Legend Biotech, we aim to provide treatments that are widely accessible and work diligently to address potential barriers to treatment that prospective patients may face. This includes:

- **Innovating to address unmet needs:** We are particularly focused on developing therapies for diseases considered intractable and incurable such as hematological malignancies and solid tumors. It is our priority to address these critical gaps to bring these patients hope and opportunity. Read about our recent breakthroughs related to multiple myeloma on page [19](#).
- **Expanding our global commercial presence and manufacturing:** We are steadily increasing our global reach by obtaining regulatory approvals to administer our treatment in new regions. To meet the growing demand, we are building additional facilities within the EU and China, as well as collaborating with third-party contract manufacturers in the U.S. These efforts ensure a seamless transition in expanding our presence and addressing the anticipated demand in various countries.
- **Increasing production capacity and efficiency:** As a growing enterprise, we regularly assess opportunities for expansion to consistently meet the demand for treatment. We are exploring allogeneic treatment options, as this approach could enhance the scalability of our CAR-T therapies by allowing us to potentially treat more patients due to the larger batch sizes, relative to autologous treatments.<sup>9</sup>
- **Prioritizing treatment affordability:** We recognize that cost can be a barrier to treatment. Therefore, we diligently work to optimize our production costs, enabling us to maintain more manageable prices. By streamlining our processes and focusing on efficiency, we strive to make our treatments accessible to a wider range of patients. In collaboration with Janssen, we sponsor the [MyCARVYKTI® Patient Support Program](#) in the US to help eligible patients who are prescribed CARVYKTI® to reduce the cost burden of treatment, such as transportation, lodging, and out-of-pocket costs related to meals and other travel expenses.

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<sup>9</sup>Source: [Supporting Scalable Cell Therapy Using Allogeneic Workflows I. Pharmaceutical Engineering \(ispe.org\)](#)



## FEATURE

# Pioneering Cilta-Cel for Multiple Myeloma with Janssen

Globally, an estimated 176,404 people were diagnosed, and 117,077 died from multiple myeloma in 2020.<sup>10</sup> Multiple myeloma is a blood cancer that starts in the bone marrow and is characterized by an excessive proliferation of plasma cells.<sup>11</sup> In 2023, it is estimated that more than 35,000 people will be diagnosed with multiple myeloma, and more than 12,000 people will die from the disease in the U.S.<sup>12</sup> While some patients with multiple myeloma initially have no symptoms, most patients are diagnosed due to symptoms that can include bone problems, low blood counts, calcium elevation, kidney problems, or infections.<sup>13</sup>

Since 2017, Legend Biotech has strategically collaborated with [Janssen](#) to develop and commercialize ciltacabtagene autoleucl (cilta-cel) therapy to address this critical unmet need.

CARVYKTI® (cilta-cel) is our CAR T-cell therapy treatment for adult patients with relapsed or refractory multiple myeloma. The treatment is made by genetically modifying a patient's white blood cells to recognize and eliminate cells that express BCMA.<sup>14</sup>

Supported by the results of the Phase 3 CARTITUDE-4 study<sup>15</sup>, Janssen submitted a Type II variation application to the EMA<sup>16</sup> and a supplemental Biologics License Application (sBLA) was submitted to the U.S. FDA<sup>17</sup> in 2023. These submissions seek to expand the label for CARVYKTI® use in the U.S. and Europe to include the treatment of adult patients with relapsed and lenalidomide-refractory multiple myeloma who have received at least one prior line of therapy, including a proteasome inhibitor and an immunomodulatory agent.



The prospect of bringing this vital treatment option to more patients in earlier stages of treatment excites us, and we remain committed to working with the U.S. FDA, EMA, and strategically collaborating with Janssen, to help patients with multiple myeloma around the world.

– Ying Huang, Ph.D.,  
Chief Executive Officer



<sup>10</sup>[35-Multiple-myeloma-fact-sheet.pdf \(iarc.fr\)](#)

<sup>11</sup><https://www.cancer.net/cancer-types/multiple-myeloma/introduction>

<sup>12</sup><https://www.cancer.org/cancer/multiple-myeloma/about/key-statistics.html#:~:text=Multiple%20myeloma%20is%20a%20relatively,men%20and%2015%2C370%20in%20women>

<sup>13</sup><https://www.cancer.org/content/dam/CRC/PDF/Public/8740.00.pdf>

<sup>14</sup><https://www.janssenlabels.com/package-insert/product-monograph/prescribing-information/CARVYKTI-pi.pdf>

<sup>15</sup><https://www.nejm.org/doi/full/10.1056/NEJMoa2303379>

<sup>16</sup><https://www.businesswire.com/news/home/20230524005901/en/>

<sup>17</sup><https://www.businesswire.com/news/home/20230606005760/en/>

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## Patient Support and Resources

We prioritize patient well-being and satisfaction during their treatment journey through the following focuses:

- **Patient advocacy:** In collaboration with Janssen, we work closely with patient advocacy organizations such as Patient Power, Patient Empowerment Network and the American Society for Transplantation and Cellular Therapy to promote the interests of patients and enhance educational efforts related to CAR-T therapy. These engagements have facilitated important conversations on patient needs that have guided the types of innovations we prioritize. Patient advocates and medical specialists receive vital instruction and training in the development and administration of our technologies. In addition, they receive resources about managing patients through the treatment cycle.
- **Patient support programs:** We offer resources and support to patients participating in clinical trials in the US, such as educational materials and assistance with treatment logistics. Legend Biotech and Janssen sponsor the MyCARVYKTI® Patient Support Program in the US to help eligible commercial patients prescribed CARVYKTI® and their caregivers with support during treatment. Eligible patients may receive aid with travel expenses associated with the treatment and support from MyCARVYKTI® Patient Support Specialists. We provide ongoing support and resources to patients who receive CARVYKTI®. For example, we may help provide travel support, lodging support, and meal support.



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# Engaging with Employees and Communities

At Legend Biotech, we cultivate a workplace where varied backgrounds and ideas drive innovation and employee engagement. We believe in the importance of human connection as we give back to our communities.

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# Valuing Employees

In our experience, passionate people help bring cutting-edge solutions to patients around the world. That's why we seek out top talent and maintain an inviting workplace where our employees feel valued and included.

These **Legend Biotech Core Behaviors** drive our company culture, with each incorporated into our recruiting, performance, recognition, and development processes:

- **Ownership and Commitment:** Taking responsibility for one's own results and deliverables; setting and achieving goals to support organizational priorities.
- **Agility and Prioritization:** Identifying and focusing on activities of highest value and impact; making informed decisions quickly.
- **Teamwork and Communication:** Appreciating diverse perspectives and making joint efforts to achieve shared goals.
- **Continuous Improvement:** Taking initiative, sharing knowledge, building skills, promoting ideas, and embracing change.

## Talent Attraction and Retention

Recruiting and keeping a qualified team is critical to our success. Our recruitment practices include:

**Visibility:** Making our company a viable, visible presence in the talent market by showcasing our:

- Strong clinical data and positive patient impacts.
- Innovation track record and developmental opportunities.
- Ability to make a significant business impact in a growing biotech industry.
- Collaborative environment with passionate employees.

**Partnerships:** Partnering with top universities across the nation, including ones near our New Jersey headquarters, to recruit candidates with Ph.D. and M.D. degrees, as well as candidates with expertise in relevant areas such as immunology, cell biology, molecular biology, oncology, hematology, and genome editing.

**Diversity, Equity, and Inclusion:** Fostering a diverse and inclusive workplace by:

- Encouraging considering a diverse slate of candidates.
- Encouraging diverse interview panels from cross-functional teams.
- Providing comprehensive and inclusive benefits that cater to our employees' diverse needs.
- Cultivating an inclusive and welcoming culture for employees of diverse backgrounds and experiences.
- Offering hybrid and teleworking arrangements for eligible positions, which promotes work-life balance and expands our talent pool by attracting candidates who may face geographical, accessibility, or other barriers to conventional working conditions.



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## Talent Attraction and Retention (continued)

To attract and retain employees, we take a **Total Rewards** approach to benefits to help protect our employees and their families and set them up to live well, focusing on our **Six Pillars of Well-Being**.

### Our Six Pillars of Well-Being



#### Purpose

Goals and motivations that drive everyone to live the most satisfying life possible.



#### Mobility

Process of career evolution involving long-term learning and alignment of personal needs with the fulfillment of career advancement opportunities.



#### Mental Health

Policies, programs, and services helping to promote mental health and address mental health concerns.



#### Financial Health

Achieving a comfortable level of financial well-being to help remove barriers to progressing within other areas of well-being.



#### Community

Reinforcing the importance of human connection, caring, and giving back to the community.



#### Physical Health

Pursuit of optimal physical health and well-being.



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## Talent Attraction and Retention (continued)

We offer the following benefits, compensation, and rewards, though they may differ by country:

- **Standard Benefits:** Medical, dental, vision, paternity and paid leave, and a 401(k) plan.
- **Compensation:** We are a pay-for-performance and merit-driven company. We maintain competitive compensation structures to recognize and reward employees for the value that they bring to their teams, their functions, and the company.
- **Rewards:** In 2022, we established a Rewards Portal to let managers and peers recognize team members who demonstrated our Core Behaviors, allowing for public and private non-monetary and monetary recognition, funded by Legend Biotech.

In 2023, our new rewards portal resulted in:

Nearly **2,000**

recognitions shared  
among employees

**\$100K+**

in rewards earned  
by employees

**600+**

employees receiving  
special thanks and  
rewards

### Summer Interns and 'Dear CEO' Series

Each year, we hire some of the best and brightest university students to intern at Legend Biotech. During the 10-week program, they get hands-on experience by contributing to our mission of creating breakthrough therapies.

In 2022, we started a "Dear CEO" initiative where our summer interns get to ask CEO Ying Huang questions. The questions have ranged from, "What sets Legend Biotech apart from other biotech companies?" to "What's the best advice you've ever received?" Huang's answers provided insights into the company and his philosophy for both the interns and all of our employees.



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## Learning and Development

At Legend Biotech, we sustain a workforce of individuals who are continuously inspired to learn and expand their knowledge. We believe learning and development are critical for the professional development of our employees and in fueling our development of innovative technologies and therapies.

We empower our employees to succeed in their work roles and prepare for promotions through continuous education, training, and professional development.

Our team members can access an array of professional learning programs through **Talent Hub**. This talent management system provides an on-demand library and training information management for greater accountability.

We invest in our managers through a comprehensive **leadership development program** which supports key mindset transitions by level, and provides a mix of formal learning, learning from others, and learning from experience.

### Highlights include:

- New hire and new manager onboarding.
- Core leadership development programs for new, experienced, and senior leaders.
- 1:1 internal leadership coaching for managers.
- On-demand professional development catalog.
- “Hot topic” leadership classes and workshops.
- Lunch-and-learns and manager forums.
- Formal mentoring program.



In the fast-paced industry we operate in, staying at the forefront of research and advancement is crucial. To ensure we remain leaders and key contributors within our field, we invest in our workforce’s continuous learning and development. This enables our team to stay up to date with the latest advancements and maintain a competitive edge in our quickly evolving space.

Our 2022 educational training offerings with manager forums included “**Leading in a Hybrid Workplace**” to support our hybrid work policy and “**Cross-Cultural Communication**” to support our diversity initiatives. The 2023 offerings were further expanded to cover “**Giving Performance Feedback**,” “**Leading Through Change**,” and “**Time Management**.”

Our leadership development extends to conducting annual talent reviews and successor planning for key roles. We identify high-potential employees and focus on their development plans for future roles.

As part of our talent development, we conduct employee reviews semi-annually for all salary and hourly permanent employees. We base the reviews on work objectives and Legend Biotech’s Core Behaviors. For select frontline technical teams, we base the reviews on core job responsibilities.

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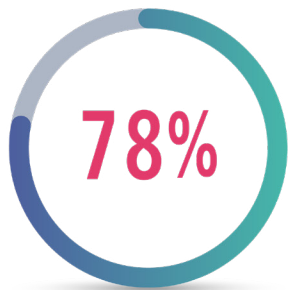


## Employee Engagement Survey

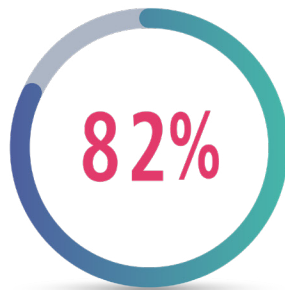
We measure various aspects of our culture and work environment in the U.S. by conducting an annual employee engagement survey. This survey allows us to gather employee insight and assess progress regarding the following focuses:

- Net Promoter Score
- Motivation and connection to company mission
- Career growth and development
- Communication and resources
- Future outlook
- Individual needs and reward structures
- Manager effectiveness
- Team dynamics
- Trust in leadership
- Inclusion and belonging
- Autonomy and fairness
- Culture index
- Survey effectiveness

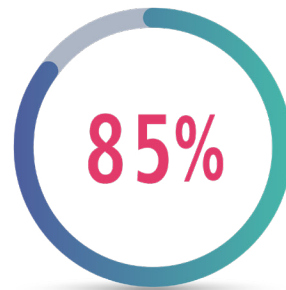
### Highlights from the 2023 Survey:



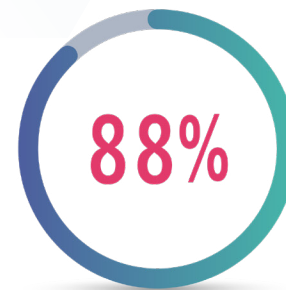
Of employees find their jobs interesting and challenging



Of employees feel proud to work for Legend Biotech



Of employees feel inspired by the work that they do



Of employees feel accepted by immediate coworkers

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## FEATURE

# Celebrating International Women's Day

In 2023, we celebrated International Women's Day (IWD) by asking some employees in management positions what this year's IWD theme, "Embrace Equity" means to them. The theme encourages societies to move beyond equality and strive for equity.

Our [team members are encouraged](#) to empower colleagues, treat everyone with respect and kindness, embrace cultural humility, and celebrate differences.



“

## Understand and Counteract Unconscious Biases

At Legend Biotech, we try to make inclusion central to our strategy, exemplified by strong female representation in our leadership. We foster an inclusive culture where every employee's voice is heard, which adds huge value to the organization. Unconscious bias testing takes that one step further.

– **Louise Walsh**  
Associate Director,  
Business Development



“

## Support Women by Paying It Forward

Reach out to your networks, mentorships, sponsorships, and actively support us individually and collectively. Personally, I support many by subscribing to the Suzuki method philosophy, which includes the motto of "each one teach one, each one bring one, each one support one" in the hopes that each will pay it forward.

– **Teresa Little-Avant**  
Manager, Enterprise Data  
Governance Operations



“

## Every Voice Matters

In my everyday interactions, I try to facilitate meetings where my colleagues feel supported to express their ideas, and I follow up on my teammates' suggestions or questions to ensure that everyone has a say in the decision-making process...I also vow to always call out bias and discrimination immediately.

– **Sahista Vahora**  
Expert Clinical Research Scientist,  
Clinical Development

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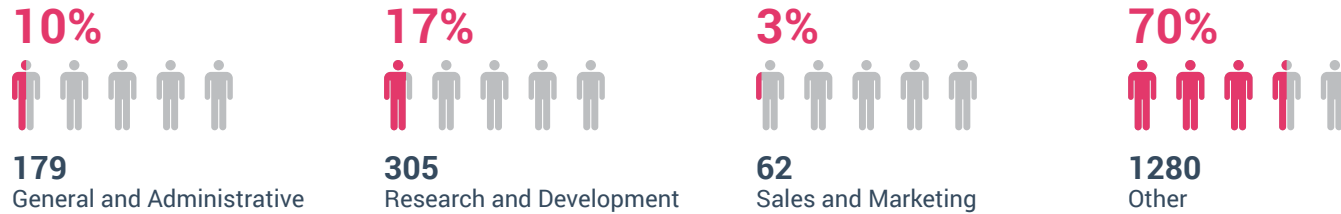
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# 2023 Legend Biotech Workforce<sup>18</sup>

## Employees by function



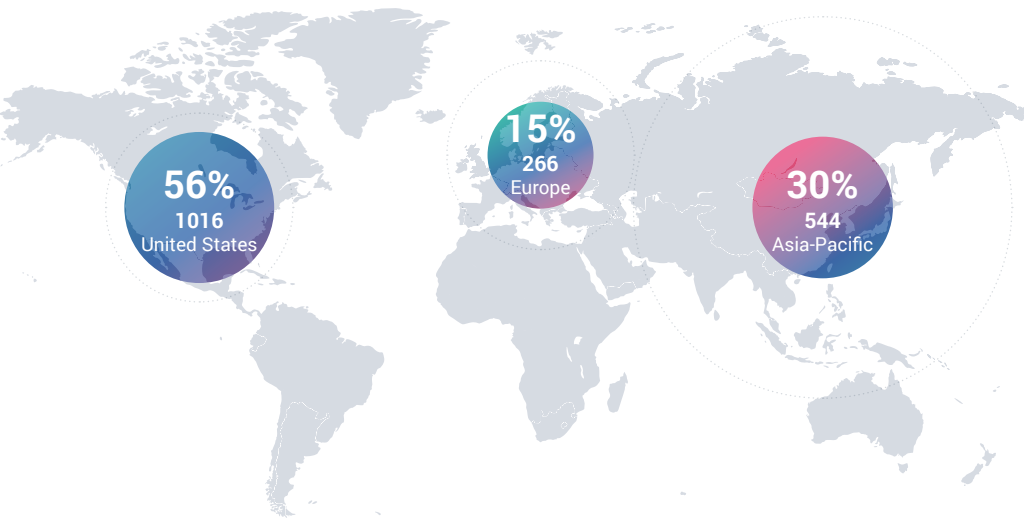
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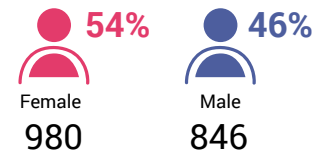
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## Employees by location



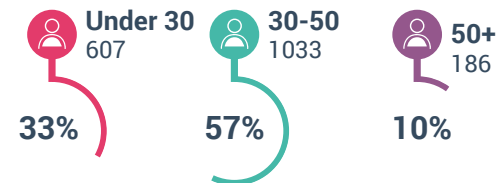
## Employees by Gender



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## Employees by Age



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## Employees by Race or Ethnicity (US only)



<sup>18</sup>As of December 31, 2023.







# Giving Back Within Our Communities

We are committed to improving the health and quality of life of people in our communities. As part of our commitment, we support several charitable, educational, and research initiatives via services, volunteerism, and recognitions.

We also collaborate with and give contributions or financial support to organizations in support of healthcare, medical education, research, or other social impact initiatives that benefit patients and people in our communities. An area where we concentrate our corporate philanthropy is on programs that expand health access to underserved communities. The views we gain from our philanthropic work inform our innovations and enrich our approach to patients.



## Key focuses of our charitable efforts and initiatives include:

Focus Area	2023 Initiatives
Supporting organizations focused on myeloma and other hematologic malignancies	In 2023, we sponsored our first Team for Cures event in Chicago through the <b>Multiple Myeloma Research Foundation</b> (MMRF). MMRF raises funds and awareness of multiple myeloma and supports patients around the world. <sup>19</sup>
Providing educational and financial support to continuing medical education (CME) for physicians	We recognize the importance of educational activities and support numerous grants throughout the year that bolster healthcare provider/allied healthcare providers' scientific and social care knowledge. Within the past 5 years, Legend Biotech has supported and participated in over 60 CME activities with a focus on Multiple Myeloma and Cell Therapy. Health equity initiatives and access are of the utmost importance to Legend Biotech, and we continue to support initiatives in these key areas. Our Applicant Portal is available to organizations year-round to submit Medical Education grant requests.
Investing in the communities where our employees live and work, and encouraging employee participation in local initiatives	Blood drives in collaboration with <b>Robert Wood Johnson University Hospital</b> . Fundraising for the <b>Emily Whitehead Foundation</b> CAR-TCR Summit 5K Run/Walk. Supporting <b>Jersey Cares</b> , by donating backpacks and brand-new school supplies for children in Somerset.

<sup>19</sup>Source: [The MMRF](#)

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# Fostering Operational Efficiency and Integrity

At Legend Biotech, operational excellence is integral to various aspects of our business. We prioritize the well-being of our workforce and the planet through robust environmental, health, and safety (EHS) management. Upholding high standards in corporate governance and ethics, we aim to ensure our core value of integrity remains at the forefront.

## IN THIS SECTION:

Environmental Management

Occupational Health and Safety

Corporate Governance

Cybersecurity and Data Privacy

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# Environmental Management

Our environmental management approach is centered around embracing efficiency and continuous improvement while prioritizing environmental compliance. We own or lease 10 locations globally, consisting of our headquarters, offices, labs, and manufacturing sites. Employees from various departments, including EHS, facilities, and engineering, execute environmental priorities.

We take a localized approach to environmental management with each location leading initiatives regarding resource management and compliance with local laws and regulations. Locations are encouraged to optimize efficiency to realize environmental and financial benefits.

## Diligently Managing Resources and Emissions

Effective resource management is a fundamental pillar of our operational strategy. A particular focus is optimizing our energy consumption and mitigating our emission and waste impacts.

Legend Biotech relies on electricity to power our laboratories and technology, maintain sterile and controlled environments via our HVAC and water systems, and to fuel product manufacturing and critical R&D activities. Energy consumption from these activities also results in greenhouse gas emissions.

Multiple waste streams are generated throughout Legend Biotech operations including medical and hazardous waste. We dispose of this waste in accordance with local laws and regulations through a third-party waste vendor. Select waste is diverted from landfills through recycling and waste-to-energy conversion when feasible and lawfully permitted.

Resource and emission management is vital for us to innovate and engineer high-performing products, and we work diligently to optimize our consumption and mitigate environmental impacts. In 2023, we invested in a new data management software to centralize our ESG information for performance tracking and disclosure. This included gathering utility information and additional data to calculate our energy consumption and scope 1 and 2 greenhouse gas emissions. This information has provided insights regarding our environmental footprint and opportunities to further optimize our operations.

Several strategies we implement to enhance efficiency include:

- Installing LED lighting with timers and sensors throughout locations.
- Installing occupancy sensors.
- Certifying new constructions to LEED, BREEAM, and/or ASHRAE standards in building efficiency.
- Using variable speed equipment and systems.
- Using scheduling systems.
- Maintaining recycling programs across all our locations.
- Utilizing waste-to-energy for disposal when permitted.

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## FEATURE

# Environmental Features at Our New R&D Center in Ghent, Belgium

In 2021, with Janssen we began the construction of our new state-of-the-art CAR-T facility (Tech Lane) in Ghent, Belgium. We also leased another facility (Obelisc) in Ghent, Belgium. These facilities will play a crucial part in producing the personalized cancer treatment that we have developed in collaboration with Janssen. Throughout construction, we've kept operational and resource efficiency as a key focus by:

- Investing in rainwater harvesting technology.
- Installing LED lighting.
- Leveraging heat recovery.
- Designing our Obelisc campus building in alignment with LEED silver requirements.

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# Our Environmental Performance Data<sup>20</sup>

## Greenhouse Gas Emissions (Metric Tons CO<sub>2</sub>e)

**Total: 12,973.53**  

 **770**  
Scope 1  
Source: Natural Gas

 **12,204**  
Scope 2 (Market-based)\*  
Source: Electric Power

\*Scope 2 location-based emissions are 12,427.69.

## Energy Consumption (kWh)

**Total: 25,519,553.84**  

 **4,247,234**  
Natural Gas

 **21,272,320**  
Electric Power



In 2023, we recycled 9.8 tons of cardboard, and 1.23 tons through commingled recycling.

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<sup>20</sup>Data is from Legend's owned and leased facilities, it does not include sites that are owned by Janssen.



# Occupational Health and Safety

We instill a safety-first mindset throughout our workforce with injury prevention and continuous improvement at the core. We take a decentralized approach to safety management that is spearheaded by locations at the local level, based on laws and regulations and the location's operational activities.

Creating procedures and providing training is a key element of our preventative measures. These procedures and trainings are assigned based on job function and include the following topics:

- Bloodborne Pathogens.
- Emergency Response.
- Hazardous Communication.
- Laboratory Safety.
- Personal Protective Equipment.

Additionally, frequent internal safety inspections are conducted to identify and address potential hazards or issues. We track our U.S. safety performance by measuring the total recordable incident rate (TRIR), fatality rate, and lost time injury rate (LTIR).



Legend Biotech's safety program has many elements, including culture, risk assessments, training, and compliance. My job is to give employees the tools they need to identify and correct potentially unsafe conditions and behaviors they may encounter throughout their workday, but the most critical factor to our success in safety is the choices our employees make every day.

– **David Mann**  
EHS, Security & Site Services Lead,  
TechOps

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# Corporate Governance

Our **Board of Directors** (Board) sets high standards for our employees, officers, and directors, and maintains a model of sound corporate governance. Guided by our [Corporate Governance Guidelines](#), our Board, among other duties, oversees and provides strategic guidance to senior management, fulfills fiduciary duties, assesses and addresses major risks, and exercises business judgment in the best interests of our company and shareholders.

Board committees include:

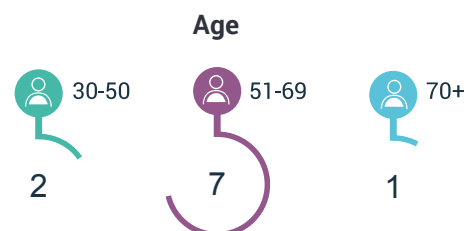
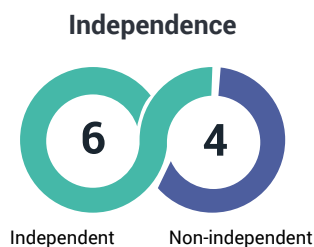
- **Audit Committee:** Oversees the company's accounting and financial reporting processes; audits our financial statements; reviews our program to monitor compliance with our Code of Business Conduct and Ethics; and discusses guidelines and policies governing processes for the company to assess and manage our risk exposure.
- **Compensation Committee:** Oversees the company's compensation and employee benefit plans and practices, including its executive compensation plans.
- **Nominating And Corporate Governance Committee:** Oversees our corporate governance guidelines and advises on potential new Board directors and other Board matters.

In 2022, the Board welcomed two new directors: Li Mao, M.D., Chief Medical Officer for SciClone Pharmaceuticals, Inc.; and Tomas J. Heyman, former President of Johnson & Johnson's Corporate Venture Capital Group. Also, a Strategic Advisory Board was established in 2023 with the appointment of Michel Vounatsos, former CEO of Biogen Inc., and John Maraganore, Ph.D., former CEO of Alnylam Pharmaceuticals. They advise on strategic initiatives to advance the company's cell therapy platforms.

Our [global leadership team](#) reports to the Board of Directors annually.

## Board Composition

10 Directors total as of December 31, 2023



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## Ethics and Integrity

Our [Code of Conduct](#) guides our company, Board, leadership and management teams, and all employees as we strive to make a difference in healthcare, improve patients' lives, build sustainable value for our shareholders, and conduct our business ethically. Our Code covers the following topics, among others:

- Compliance with laws and regulations
- Reporting concerns and no-retaliation policy
- Healthcare community engagement
- Conflicts of interest and anti-corruption
- Environmental, health, and safety
- Discrimination and harassment
- Political contributions
- Insider trading
- Charitable contributions and grants

The Code contains information on our 24/7/365 third-party [Compliance and Ethics Hotline](#) to report suspected or actual violations of laws, regulations, our Code of Conduct, and our [Standards of Conduct Policy](#) (for U.S. employees only). The hotline is available to anyone, including our employees, former employees, customers, contractors, vendors, suppliers, patients, healthcare providers, and organizations.

All new employees receive ethics training, with the entire workforce undergoing updated training annually.

We also have a **Global Anti-Corruption Compliance Policy** to emphasize our commitment to engaging in business with integrity.

### Supplier Conduct

We do business with suppliers who share our standards in operating with ethics and integrity at the forefront. As stated in our **Code of Conduct**, we expect our suppliers to:

- Adhere to all national and other applicable laws and regulations governing protection of the environment, occupational health and safety, and labor and employment practices wherever they do business.
- Establish management systems (policies, plans, and performance measures) designed to implement these requirements and to provide compliance assurance, continuous improvement, and sustainability efforts.



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# Cybersecurity and Data Privacy

Legend Biotech maintains a Cybersecurity and Data Privacy program to promote accountability for privacy, data governance, and data protection across our business. We continue to refine this program to adapt to evolving data uses and risks.

## Cybersecurity

Legend Biotech has a multi-faceted and risk-based cybersecurity program that is aligned with our business objectives to protect the Company and patients' data. Formalized in 2020, the cybersecurity program is designed to meet compliance with applicable regulatory requirements.

Oversight of our cybersecurity strategy is the responsibility of Legend Biotech's Global Information Security Officer, who updates the Audit Committee and Board periodically. Legend Biotech utilizes the National Institute of Standards and Technology (NIST) cybersecurity framework to benchmark its security posture. The most recent measure of the cybersecurity program was performed by an independent audit firm in 2022.

A dedicated cybersecurity team conducts cybersecurity awareness training to educate employees on how to identify cyber-threats. The training focuses on giving employees the tools to manage the most relevant and prevalent risks, such as phishing. To better prepare those high-risks geographies in our network, training courses were translated into multiple languages. Each October, Legend Biotech engages all employees to participate in Cybersecurity Awareness Month.

Legend Biotech has established robust cybersecurity measures to protect patient data, maintain trust, and safeguard the overall integrity of its systems and data. For example, our data at rest and in transit are encrypted. We have data loss/leak prevention capabilities, employ role-based access controls, segregate duties, provide minimal access to data, and have strong identity and access management capabilities.

Emerging cybersecurity risks are addressed within Legend Biotech's cyber monitoring and response programs such as threat intelligence, third-party risk management and cyber behavior vigilance.

## Data Privacy

Legend Biotech is entrusted with confidential employee, patient and customer data in the course of providing our products. Legend Biotech focuses on protecting the privacy and integrity of this data and compliance with applicable privacy laws.

Legend Biotech has appointed a Global Privacy Officer, who is part of the Global Legal Department. Our Global Privacy Officer works closely with the Information Security Officer and our stakeholders to help ensure privacy, integrity and appropriate use of data.

Our Privacy Notice is available online. In addition, Legend Biotech has implemented privacy policies and procedures and provides privacy education to its employees and contractors. For example, in January, we celebrate Privacy Week, which helps support this educational program and reinforce the importance of data privacy to our workforce.



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This report has been prepared with reference to SASB's Biotechnology and Pharmaceutical sector standards for January 1, 2023, to December 31, 2023. There are several disclosures within the sector standards that are not applicable to Legend Biotech; those have not been included in this index.

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Topic	Code	Accounting Metric	Response
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	See <b>Product Safety</b> and <b>Quality, and Clinical Trials</b> .
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	As of the publication of this report, we are not currently aware of any legal proceedings associated with clinical trials in developing countries that are being sponsored by or on behalf of Legend Biotech. We are committed to transparency and disclose any relevant information in accordance with applicable laws and regulations. Should any legal proceedings arise that meet public disclosure criteria, we would include this information in our annual filings (i.e., 20-F) or as required by law.
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	See <b>Caring for Patients, Delivering Transformative Innovations</b> .
Affordability & Pricing	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	(1) +3% price increase over 2022 due to inflation. (2) \$478,895 USD
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	(1) +3% price increase over 2022 due to inflation. (2) \$478,895 USD

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Topic	Code	Accounting Metric	Response
Drug Safety	HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	Available via <a href="#">FDA Safety Information and Adverse Event Reporting Program website</a>
	HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	Available via <a href="#">FDA Safety Information and Adverse Event Reporting Program website</a>
	HC-BP-250a.3	Number of recalls issued, total units recalled	None
	HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	None
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	None
Employee Recruitment, Development & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	See <b>Talent Attraction and Retention</b> and <b>Learning and Development</b> .
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Partial disclosure based on information available: (1) Overall voluntary attrition: U.S.: 5.3%; E.U.: 4.3%; China: 2.2%.  (1a) Director and above: (executives/senior managers): 3.5%.

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Topic	Code	Accounting Metric	Response
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	<p>Legend Biotech does not participate in the Rx-360 consortium or equivalent programs at this time.</p> <p>Supplier on-boarding assessments are conducted via our Third-Party Risk Management tool (One Trust), based on scope of supplier services. The only group that conducts in-person audits is the Quality department, and only for vendors that are within the scope of GxP activities. For CARVYKTI manufacturing, we've leveraged Janssen's supplier quality audit program to qualify and vet supplier key materials and components, following strict GMP guidelines.</p>
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	None
	HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	<b>See Ethics and Integrity.</b>

Activity	Code	Response
Number of patients treated	HC-BP-000.A	More than 710 patients have received our investigational therapies in clinical trials. The number of patients treated in a commercial setting is confidential.

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# FORWARD LOOKING STATEMENTS

This report has been prepared by Legend Biotech Corporation (“Legend Biotech” or the “Company”) solely for information purposes and does not contain all relevant information relating to the Company.

The safety and efficacy of the agents and/or uses under investigation discussed in this report have not been established, except to the extent specifically provided by marketing authorizations previously received from relevant health authorities. Further, for investigational agents and/or uses, the Company cannot guarantee health authority approval or that such agents and/or uses will become commercially available in any country.

Certain information contained in this report relate to or are based on studies, publications, surveys and other data obtained from third-party sources and Legend Biotech’s own internal estimates and research. While Legend Biotech believes these third-party sources to be reliable as of the date of this report’s publication March 19, 2024, it has not independently verified, and makes no representation as to the adequacy, fairness, accuracy or completeness of, any information obtained from third-party sources. While Legend Biotech believes its internal research is reliable, such research has not been verified by any independent source.

Statements in this report about future expectations, plans and prospects, as well as any other statements regarding matters that are not historical facts, constitute “forward-looking statements” within the meaning of The Private Securities Litigation Reform Act of 1995.

These statements include, but are not limited to, statements relating to Legend Biotech’s strategies and objectives, including ESG-related activities statements relating to CARVYKTI®, including Legend Biotech’s expectations for CARVYKTI®; and statements about regulatory submissions for CARVYKTI®, and the progress of such submissions with the FDA, the EMA and other regulatory authorities; and expected results of clinical trials; Legend Biotech’s expectations on advancing their pipeline and product portfolio; and the potential benefits of Legend Biotech’s product candidates. The words “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” “would” and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Actual results may differ materially from those indicated by such forward-looking statements

as a result of various important factors. Legend Biotech’s expectations could be affected by, among other things, uncertainties involved in the development of new pharmaceutical products; unexpected clinical trial results, including as a result of additional analysis of existing clinical data or unexpected new clinical data; unexpected regulatory actions or delays, including requests for additional safety and/or efficacy data or analysis of data, or government regulation generally; unexpected delays as a result of actions undertaken, or failures to act, by our third-party partners; uncertainties arising from challenges to Legend Biotech’s patent or other proprietary intellectual property protection, including the uncertainties involved in the U.S. litigation process; competition in general; government, industry, and general product pricing and other political pressures; the duration and severity of the COVID-19 pandemic and governmental and regulatory measures implemented in response to the evolving situation; as well as the other factors discussed in the “Risk Factors” section of Legend Biotech’s Annual Report on Form 20-F filed with the Securities and Exchange Commission (SEC) on March 30, 2023 and Legend Biotech’s other filings with the SEC.

Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in this presentation as anticipated, believed, estimated or expected. Any forward-looking statements contained in this report speak only as of the date of publication. Legend Biotech specifically disclaims any obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise.

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