



novocure®

**2021 NOVOCURE**

# environmental, social & governance report

## letter from the CEO

Over 20 years ago, Novocure was founded on the premise that electric fields could be harnessed to disrupt cancer cell division. Since that time, we have never wavered from our mission – together with our patients, we strive to extend survival in some of the most aggressive forms of cancer by developing and commercializing our innovative therapy, Tumor Treating Fields.

Our patients' needs drive everything we do at Novocure. We understand our patients are facing some of the most difficult challenges of their lives. We feel a great amount of responsibility to our patients and aim to support them the best we can. Our patient-forward mission is core to our DNA at Novocure.

In order to build and sustain a successful business treating the needs of patients, we must also act as a responsible and ethical partner to all of our stakeholders. This includes our patients and caregivers, employees and their families, and our communities. The challenges presented by the COVID-19 pandemic have made it even more important for corporations to act with compassion and empathy and to be agents for the greater good. Over the last year, we have continued our initiatives aimed at such positive changes. We have invested in opportunities to improve the lives of our patients, to provide our employees with safe, inclusive and equitable workplaces and to support our local communities.

I am excited to share our 2021 ESG report with you today. This report highlights many of our achievements over the past year, as well as our goals moving forward. I am proud with the progress we have made, but realize this is only just the beginning of our ESG journey. Our goal is to create a positive, lasting impact on the world, and we look forward to sharing our ongoing progress in the future.

Sincerely,



**Asaf Danziger**

Chief Executive Officer



● patients  
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● employees  
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● communities  
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● governance and ethics  
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## who we are

### about Novocure

Novocure is a global oncology company striving to extend survival in some of the most aggressive forms of cancer through the development and commercialization of our innovative therapy, Tumor Treating Fields. Our commercialized products are approved in certain countries for the treatment of adult patients with glioblastoma and malignant pleural mesothelioma.

### our patient-forward mission

Together with our patients, we strive to extend survival in some of the most aggressive forms of cancer by developing and commercializing our innovative therapy.

### our patient-forward values

**INNOVATION**  
**FOCUS**  
**DRIVE**

**COURAGE**  
**TRUST**  
**EMPATHY**



### at a glance

FOUNDED

2000

3

FDA-APPROVED  
INDICATIONS

24,000+

PATIENTS TREATED SINCE  
INCEPTION

### GLOBAL PRESENCE

- Haifa, Israel
- Portsmouth, NH, USA
- Malvern, PA, USA
- New York, USA
- Root, Switzerland
- Munich, Germany
- Tokyo, Japan
- St. Helier, Jersey

# patients



## commitment to patients

Patients are the driving force of every action we take at Novocure. Our unique product support model allows us to engage directly with patients throughout their Tumor Treating Fields therapy journey. This interaction creates a distinct connection to patients using our therapy and enables our team to better understand the direct impact our work has on the lives of patients and their loved ones. We listen to them, empathize with them and share in the hope our therapy offers. We are fueled by our passion for patients and making a difference in their lives.

We believe it is imperative for patients to be the driving force for our team as we strive to extend survival in some of the most aggressive forms of cancer. Our Device Support Specialist (DSS) team serves as the primary points of contact for patients and their caregivers. DSS team members lead the patient through the onboarding process and are a regular point of contact for both patients and caregivers throughout their Tumor Treating Fields journey.

Given the challenges of the COVID-19 pandemic, our DSS team proactively leveraged virtual communication and utilized our MyLink system, which enables the remote download of device usage data and allows our DSS team to proactively troubleshoot any issues in real time. These important steps have allowed us to maintain the highest standards of patient engagement despite the unique challenges of the COVID-19 pandemic.

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Our passion for our patients and making a difference in their day-to-day lives is what fuels us.



<\$500

ANNUAL OUT-OF-POCKET EXPENSE FOR OUR THERAPY FOR PATIENTS THAT QUALIFIED FOR FINANCIAL ASSISTANCE IN 2021

8%

OF OPTUNE DEMAND IN THE UNITED STATES IN 2021 WAS MET IN THE FORM OF FREE THERAPY WE PROVIDED TO PATIENTS

9

MARKETS WHERE OUR THERAPY IS AVAILABLE AS OF DECEMBER 31, 2021

### access to therapy

Our goal is to ensure patients and their caregivers feel supported, secure and valued throughout their use of our therapy. From day one, we have committed to assisting those patients in financial need who have limited or no medical coverage to access our therapy. We provide financial assistance to patients who qualify based on financial and other criteria. Additionally, we bear the financial risk of securing payment from third-party payers and patients in most of our active markets. Our goal is to ensure that our therapy is financially accessible for each patient in need.

Our award-winning nCompass patient support team provides a wide variety of patient support services and resources. These include a 24/7 hotline to answer any questions about affording our therapy, assistance in identifying resources to minimize out-of-pocket costs, and working with insurance providers on the patient's behalf. 2021 survey results of first-time Optune users showed that 99% of patients were satisfied or very satisfied with the support provided by the nCompass team.

Our therapy is currently available in select countries in North America, Europe, the Middle East and Asia. We believe there are many more patients diagnosed with glioblastoma and malignant pleural mesothelioma that could benefit from the use of Tumor Treating Fields. For that reason, we continue to evaluate opportunities to expand our geographic footprint to reach more patients in need. We are currently evaluating additional markets in North America and Europe, and will continue to explore new regions where our therapy could be beneficial to patients.

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99% of first-time Optune users were satisfied or very satisfied with the support provided by the nCompass team.<sup>1</sup>

1. based on 2021 patient survey results



CASE STUDY

# Many Hats We Wear

Our advocacy efforts are focused on considering the patient experience with every decision and expanding awareness of values we hold in the highest esteem: innovation, focus, drive, courage, trust and empathy. As part of Brain Tumor Awareness Month in May, we launched one of our keystone advocacy initiatives – the “Many Hats We Wear” campaign.

Brain cancer impacts each patient, caregiver and community uniquely and can affect all aspects of life.

The “Many Hats We Wear” campaign aimed to highlight the individuality of each patient’s story. While patients using Tumor Treating Fields often wear a hat or head scarf, their status as “patient” is but one of the many hats each person wears. This campaign utilized interviews with patients, caregivers and healthcare providers, as well as the experiences of our advocacy partners to create a message aimed at raising awareness of glioblastoma. Our team utilized a variety of media and platforms to further increase the reach and effectiveness of the “Many Hats We Wear” campaign and drive greater awareness.



## patient advocacy engagement

Novocure has a history of standing alongside our patients, their families, caregivers and advocacy organizations around the world to build community for patients diagnosed with aggressive cancers. We engage with a number of advocacy groups that share our patient-forward values and vision. We believe that sharing the experiences of patients, caregivers, and healthcare providers helps to ensure impactful support and education across the oncology community.

Through meaningful partnerships with patient advocacy organizations, we live our patient-forward mission and keep patient needs at the forefront in every action we take. These organizations help patients and their loved ones as they navigate the complexities surrounding a cancer diagnosis. These advocacy organizations support patients by offering educational resources, building strong communities and offering additional supportive services. We are inspired by their dedication to the goal of redefining what it means to live with cancer.

We collaborate with global, national and regional patient groups and professional organizations to address unique and communal patient needs. Through purposeful, action-oriented partnerships, we strive to address and advance health equity, inclusivity and education. In 2022, our global advocacy team will support over 150 patient advocacy events focusing on the glioblastoma, mesothelioma, and broader cancer communities. As we continue to move past the pandemic lockdowns of recent years, we are especially excited to reunite with these communities through in-person events in 2022.

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In 2022, our advocacy team will support over 150 events focusing on patient communities.

### product innovation

We are pioneers in the use of electric fields to treat cancerous solid tumors, a space traditionally dominated by pharmacological treatments. Tumor Treating Fields therapy is delivered through a medical device, which is comprised of two primary components: a portable electric field generator and wearable arrays. Unlike pharmacological treatments, the components of our medical device can be augmented and enhanced to benefit our patients.

We are excited about the potential to extend patient survival and increase quality of life for patients through our product development efforts. We have invested accordingly, with over \$15 million invested in product development initiatives in 2021, an increase of 57% from the previous year. These programs are primarily focused on enhancements to the wearable arrays, the field generator, and software applications.

We are experimenting with prototypes intended to make our wearable arrays more comfortable for patients while delivering better therapy. Preclinical research shows that Tumor Treating Fields tuned to a higher intensity can enhance the anti-tumor effect of our therapy. Our next generation arrays are designed to deliver a higher, more consistent intensity to the region of a tumor while also providing the patient greater range of motion and more comfort. These arrays have the potential to improve our therapy and the lives of our patients.

Our product development team is also designing new patient-centered software applications. These applications are intended to allow our team to maintain our standard of individualized engagement with every patient, while enabling more patients to utilize our unique therapy globally.

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Over \$15 million invested in product development initiatives in 2021, an increase of 57% from the previous year.



# employees

Amy Dorgan,  
Vice President, Strategic Initiatives & Innovation



91%

OF EMPLOYEES WERE PROUD TO WORK FOR NOVOCURE<sup>1</sup>

10.6%

ROLLING 12-MONTH TURNOVER RATE AT DECEMBER 31, 2021, COMPARED TO 8.9% AT DECEMBER 31, 2020

68%

OF ELIGIBLE EMPLOYEES PARTICIPATED IN OUR EMPLOYEE SHARE PURCHASE PROGRAM IN 2021 COMPARED TO 66% IN 2020

1. Based on a 2022 employee survey conducted by an independent third party with an 87% response rate.

## commitment to employees

We are a global community of passionate, talented, committed and caring people working together to make a difference in the way cancer is treated. To achieve our goals, we must trust each other, support each other, and nurture strong relationships. Our employees dream big and inspire each other to be the best versions of themselves.

Our employees look to demonstrate our core values everyday: innovation, focus, drive, courage, trust and empathy. We strive to stay true to these core values in everything we do at Novocure. We are proud of the supportive and collaborative culture at Novocure, which has been key to the company's success since the very beginning. We believe the values modeled by our employees are paramount to achieving our mission to extend survival in some of the most aggressive forms of cancer. We are committed to supporting our employees through effective engagement and communication, talent development initiatives, wellness programs, and through cultivating a diverse talent pool and inclusive work environment.

### engagement and retention

We rely on open communication with our employees to collectively drive our mission forward. We believe feedback is a gift and are committed to providing all members of our team the ability to relay input, ideas and comments to ensure our employees have the resources they need to be successful in their roles and to improve the overall employment experience. We conduct regular employee engagement surveys to shape how we can best invest in our people and further strengthen our culture. These surveys ensure employees are provided with a medium to communicate feedback directly to senior management. Our senior leadership team also holds quarterly global town hall meetings to share organizational progress and foster an open dialogue with employees about the future direction of the company.



CASE STUDY

# NovoLEAD

Our employees are key to the continued success of Novocure, and we place a high value on professional and personal development. Our NovoLEAD program (Learn, Experience, Adopt, Develop) provides a setting for continued education for employees across the organization. NovoLEAD programs are tailored to engage employees at different points in their career journey. This can include employees entering new roles, joining or leading new teams, or moving to different geographies.

NovoLEAD programs are designed to enhance employees' abilities to communicate effectively, create a healthy and vibrant work environment and empower colleagues. Recognizing the importance of varied learning styles, NovoLEAD enrollees take part in activities across a variety of settings, including classroom-based instruction, virtual sessions, experiential programs and mentoring. NovoLEAD cohorts are comprised of approximately 20 employees, and programming takes place over four months. Despite the challenges presented by the pandemic, 65 employees graduated from NovoLEAD programs through year-end 2021.

65

EMPLOYEES HAVE GRADUATED FROM NOVOLEAD AS OF DECEMBER 31, 2021

We seek to attract and retain employees through competitive compensation and benefits packages, including an onboarding equity grant for all employees and a broad-based annual equity award program. Additionally, we offer opportunities to acquire more shares through our employee share purchase program. Our values-driven environment promotes a culture of commitment that recognizes those going above and beyond to be patient-forward in all that they do.

## learning and development

At Novocure, we believe our employees are key to achieving long-term success. Every day represents an opportunity to enhance our skills, expand our knowledge and grow both personally and professionally. Each of our team members brings a unique set of skills and perspective to the table. This diversity of skills, experiences and knowledge is a core strength of our team and one we aim to leverage in the pursuit of our collective goals.

We are committed to supporting the continuing education and development of all of our employees, throughout their time with Novocure. Development begins from the day an employee joins our team. New employees go through an extensive onboarding process, including educational sessions on the science and technology behind Tumor Treating Fields and the impact our therapy can have on the lives of patients.

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In 2021, 43 educational programs were offered to employees across a variety of subject matter, with over 500 attendees taking part.





Development programs are offered throughout the year and are tailored to different audiences. In 2021, 43 educational programs were offered to employees across a variety of subject matter, with over 500 attendees taking part throughout the year. Our NovoLEAD program provides in-depth professional development courses for employees taking on new challenges or entering new phases of their career journeys. We also offer access to our NovoTALKS program for employees at the senior director level and above. NovoTALKS sessions are an in-depth, small forum discussion featuring members of our executive leadership team and Board of Directors. This program enables employees to connect with global colleagues, leverage the knowledge and insight of our senior leadership team, and provide valuable ideas, insight, and feedback directly to leadership. In addition to our internal development efforts, we offer tuition reimbursement for eligible employees seeking to further their education.

#### **diversity, equity and inclusion**

Novocure is a multi-cultural organization with a global footprint, and we strive to maintain a diverse and equitable workplace that respects the dignity, individuality and worth of each of our employees. We believe this allows our team members the freedom to fulfill their ultimate potential and advance our organizational goal to extend survival in some of the most aggressive forms of cancer.

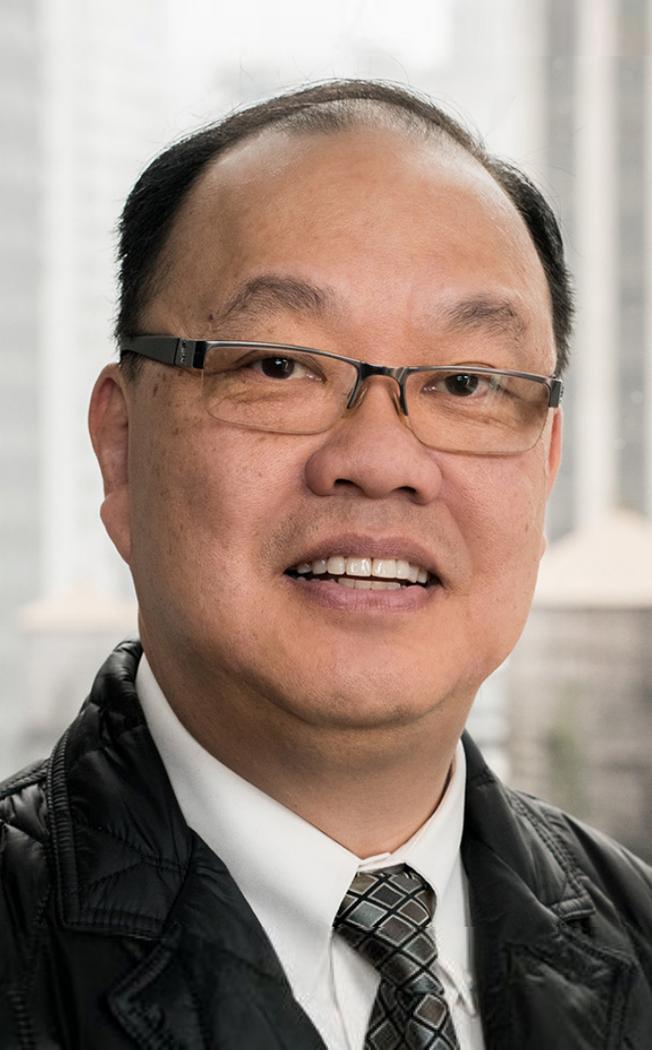
In our most recent employee survey, 78% of employees who responded said that Novocure has created an environment where people with a wide variety of skills and backgrounds can succeed.<sup>1</sup>

We continue to focus on developing a more diverse talent pool across all levels of the organization. Novocure defines diversity as the range of human attributes and identities including but not limited to race, ethnicity, national origin, gender identity, gender expression, sexual orientation, age, social class, physical and mental ability or attributes, religious or ethical values systems, family status, and veteran status.

1. 2022 employee survey with an 87% response rate conducted by an independent third party

↑ Julia Schwarzenberger, Senior Key Account Manager

← Kinyip Gabriel Leung, Member of the Board of Directors



# within our workforce

40+

NATIONALITIES  
REPRESENTED

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18+

LANGUAGES  
SPOKEN

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OUR 9-MEMBER BOARD OF  
DIRECTORS INCLUDES:

- 2** WOMEN
  - 2** ASIANS
  - 1** AMERICAN INDIAN OR  
ALASKAN NATIVE
- 

OUR 9-MEMBER EXECUTIVE  
MANAGEMENT TEAM INCLUDES:

- 1** WOMAN
- 1** ASIAN
- 1** HISPANIC OR LATINO
- 1** AMERICAN INDIAN OR  
ALASKAN NATIVE

In support of our these efforts, 100% of our talent acquisition team members became Certified Diversity Recruiters in 2021.

Our talent acquisition team works with partners who can provide expanded access to diverse talent pools, as our organization continues to grow. We encourage our candidates to embrace their similarities and differences as a way to ensure that every hire we make brings a unique perspective, background, point of view, and set of personal experiences to Novocure. We believe this enables greater innovation and allows us to make a greater impact on the lives of our patients.

In our efforts to foster an inclusive culture where all employees can thrive, we launched several initiatives in 2021 designed to drive our Diversity, Equity and Inclusion efforts forward. These include the formation of our North American Inclusion Council. This group consists of Novocure team members across a broad range of identifies, seniority levels, business segments and geographic regions. The purpose of this council is to create an environment where we value and respect the multiplicity of identities at Novocure and where every employee feels comfortable bringing their authentic selves to work. Additionally, we have provided inclusive language training across several areas of our organization and will continue to incorporate an inclusive mindset in our corporate curriculum into our global onboarding and NovoLEAD leadership development programs in 2022. Diversity alone is not enough, and we believe inclusion is critical to our team achieving our goals.

We are committed to attracting, hiring and onboarding talented individuals with varied identities and experiences. We plan to establish baselines in defined demographics (optionally volunteered) in 2022. We believe these efforts will support an environment where employees encourage, understand, and value differences and empower one another to engage in equitable practices.

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100% of our talent acquisition  
team members became Certified  
Diversity Recruiters in 2021.

# communities



**CASE STUDY**

# Gear Up for Winter

In November, Novocure employees embarked on a donation drive to support Cradle to Crayons' "Gear Up For Winter" initiative. Cradles to Crayons is a non-profit organization that provides children from low-income families with the essential items they need to thrive - at home, at school and at play. The annual "Gear Up for Winter" initiative distributes warm clothing and gear to families in need.

Every \$33 donated to this annual drive can provide one child in Boston, Philadelphia or New York a week's worth of warm clothing plus a winter coat, hat, gloves and boots. In 2021, Novocure employees donated over \$7,000 to the "Gear Up for Winter" initiative, with all donations matched by Novocure.



## commitment to our communities

We believe the strength of our communities is paramount to the long-term success of Novocure. In line with our mission and values, we strive to engage, strengthen and enrich the communities where we live and work.

### community involvement

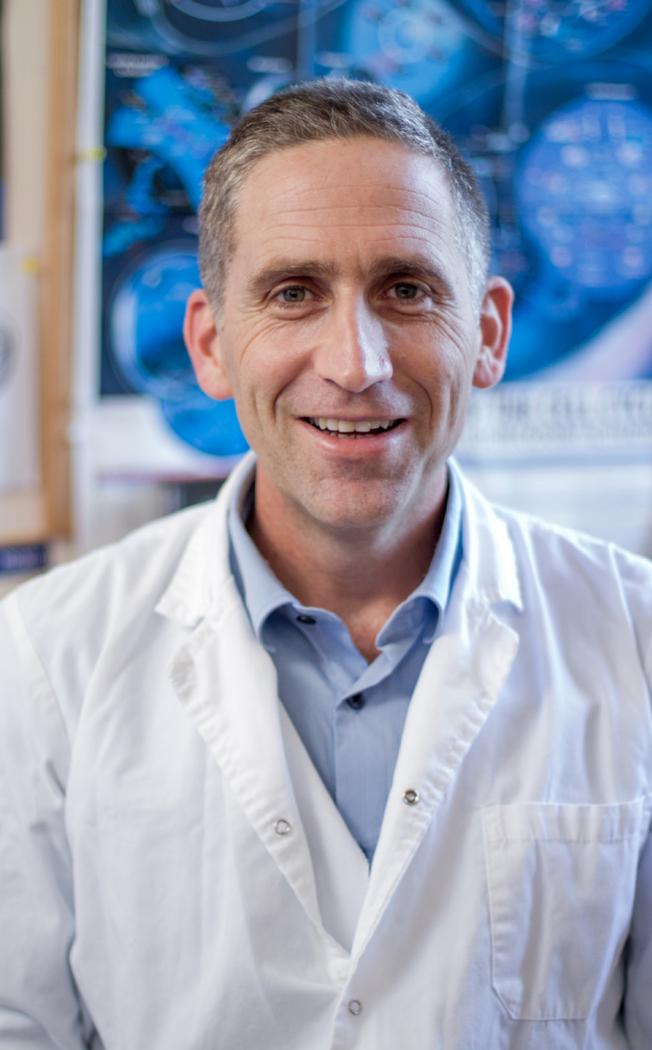
We support our communities by making contributions to and taking part in events sponsored by charities and non-profit organizations around the world. Our contributions support the work of non-profit organizations of all sizes addressing a variety of areas, including cancer research, patient support, community wellness and equality, children in foster care, veterans needs, career development for women and teens, and scientific and technology education.

We have a dedicated group of employees focused on community involvement across a number of communities in which we reside or are active. These employees are empowered to identify organizations and charitable events that support our local communities and engage our employees in service. Last year, our Charitable Contribution Review Committee approved donations to nearly 30 charitable or non-profit organizations.

In addition to our charitable giving efforts, we aim to support our communities through direct engagement. For example, our Malvern, Pennsylvania office collaborated with Bringing Hope Home, a non-profit organization that provides financial and emotional support to local families affected by cancer. Employees raised funds during the holiday season to buy gift cards for these families through Bringing Hope Home's Adopt-A-Family Program.

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In 2021, Novocure approved donations to nearly 30 charitable or non-profit organizations.



### grants and giving

We are dedicated to supporting independent organizations with shared goals and values related to advancing medical care and improving patient outcomes through education grants, career development awards, charitable contributions, sponsorships and investigator-sponsored trials. Included in these contributions is funding for external organizations in support of requests for independent, unbiased, scientific, medical and patient activities.

We account for a number of factors when making funding decisions, including alignment with our core values and commitment to ethical business practices. We will only fund requests for activities or initiatives that are in compliance with all applicable local, regional, state and country codes, guidelines and laws.

2021 marked our 3rd annual joint grant effort between Novocure and the American Association for Cancer Research. This program helps to promote and support innovative research on Tumor Treating Fields to help deepen the understanding of our therapy's mechanism of action and to accelerate the development of new treatment strategies. The program includes research grants and career development awards totaling more than \$2 million over the next three years. We awarded seven total research grants and career development awards in 2021. It is our hope that grantees and award recipients will leverage this support to advance the field of cancer research.

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In 2021, Novocure and AACR awarded seven research grants and career development awards totaling more than \$2 million over the next three years.

↑ Moshe Giladi, Vice President, Pre-clinical Research

← Victor Kaikov, Senior Electrical Engineer



↑ Chip MacDonald, Director, Global Technical Product Management

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We recently converted 30% of our corporate vehicle fleet from gas to hybrid vehicles.

We also support ongoing research through our Investigator-Sponsored Trial program. This program identifies independent researchers, physicians and institutions interested in conducting clinical research on the use of Tumor Treating Fields. Investigator-sponsored trials explore a variety of clinical topics of interest to academicians, including new cancer indications, unique combinations with drugs and other therapies, and use in new patients populations. We are currently funding over 35 active investigator-sponsored trials.

### safe and sustainable workplaces

We are committed to providing a safe and secure work environment and maintaining environmental, health and safety policies that seek to promote the well-being of our employees and patients. We provide regular health and safety training programs for employees. In addition to an overview during new hire orientation, our employees are trained on topics relevant to their roles, including personal protective equipment (PPE), bloodborne pathogens, fire safety, ergonomics, first aid, lab safety, chemical safety and biosafety. Additionally, we have a global Safety Committee and a designated safety officer in each of our locations.

Although we lease our buildings, we utilize a variety of technology intended to increase the sustainability of our workspaces and are committed improving our sustainability practices over time. LED lighting systems, motion-activated lights, energy-efficient cooling walls and appliances, and electric vehicle charging stations are some of the technologies that we have adopted across our global facilities.

We are committed to reducing the environmental impact of our operations. For example, we recently converted 30% of our corporate vehicle fleet from gas to hybrid vehicles. We plan to continue this conversion to hybrid vehicles as we are able to do so. Our continued expansion of videoconferencing capabilities also enables us to reduce travel between our global facilities while maintaining personal interactions.



We follow international guidelines for the disposal of electronic waste and, where applicable, we also follow more stringent local laws and regulations. Our efforts to minimize our carbon footprint, reduce transportation and travel, and protect valuable natural resources while operating a global business include:

- sourcing most of our packaging material locally;
- re-using shipping boxes when possible;
- using virtual communication and collaboration platforms and offering remote patient support to minimize travel; and,
- re-using or repurposing, as appropriate, returned or unused equipment in accordance with relevant safety standards.

For example, all of the electronic waste from our U.S. Operations Center, including scrapped equipment, unused arrays and florescent bulbs, gets recycled through a local partner that is ISO 14001 and ISO 9001 certified. At our Global Operations Center, we recycle all relevant materials in accordance with our established safety, health and environmental standard operating procedure.

↑ Roman Pass, Supervisor, Customer Service EMEA & Asaf Danziger, Chief Executive Officer

All of the electronic waste from our U.S. Operations Center gets recycled through a local partner that is ISO 14001 and ISO 9001 certified.



# corporate governance and ethics

Tony Vernon,  
Member of the Board of Directors





↑ Asaf Danziger, Chief Executive Officer & William F. Doyle, Executive Chairman

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Novocure is one of few medical device companies to obtain both ISO 13485 and ISO 27001 Certifications.

## commitment to corporate governance and ethics

We regularly solicit and evaluate input from our shareholders and consider their independent oversight of management and our long-term strategy. As part of our commitment to constructive engagement with investors, we evaluate and respond to the views voiced by our shareholders. This ongoing dialogue has led to enhancements in our corporate governance, ESG practices, and executive compensation activities, which we believe are in the best interests of our business and our shareholders.

### oversight of ESG practices

While our Board does not have a dedicated ESG committee, our Nominating and Corporate Governance Committee is formally responsible for the oversight of our ESG policies and practices and receives quarterly updates from management on these matters. Our ESG Management Committee, which includes members of our executive leadership team leading functions that are key to our ESG efforts, oversees the efforts of our cross-functional ESG working group.

### data security and privacy

As a medical device manufacturer that directly interacts with both healthcare providers and patients, we recognize data privacy and security as a fundamental imperative. We are committed to being transparent about how we collect, store and use data, and we offer people meaningful choices about how their data is used.

We are among the few medical device companies to obtain both ISO 13485 and ISO 27001 Certifications, demonstrating our commitment to data security and privacy. Beyond our commitment, we work to ensure our suppliers and vendors meet or exceed our high standards.

Understanding that third party and supply chain partners pose increasing risks due to cybersecurity threats, Novocure has begun taking steps to reduce these risks. As an addition to its currently defined risk-management process for suppliers, Novocure is now including cybersecurity when



↑ Edward Kenna, Senior Director,  
Cybersecurity, Information Technology

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In 2021, the company did not have any material privacy or security breaches.

assessing a supplier's overall health. Supplier cybersecurity assessments take into account level and type of data being accessed and the supplier's ability to employ and maintain a robust cybersecurity practice as verified through third party assessments and certifications such as ISO, HITECH, and SOC.

When opportunities for improvement or deficiencies are identified, the supplier is notified and monitored to ensure that concerns are remediated. Mechanisms are in place to allow reporting, assessment and tracking of any supplier cybersecurity events. Finally, cybersecurity requirements are included in all key vendor contracts and all suppliers that handle personal information are required to provide appropriate protection in accordance with our policies and applicable regulations and laws.

We have dedicated privacy and security officers and committees with established processes to identify and investigate all potential privacy and security incidents. As a medical device manufacturer with a global presence, we are compliant with privacy laws and regulations in all jurisdictions where we conduct business. These include the EU General Data Protection Regulation (GDPR), HIPAA, California Consumer Privacy Act (CCPA), California Privacy Rights Act (CPRA), and applicable local data security laws. We have a strong commitment to the privacy and security of personal data in all of our regional areas of operation. In 2021, the company did not have any material privacy or security breaches.

We are externally audited and tested by top information security firms, including regular penetration testing. We regularly test our employees' understanding of data security and privacy practices and require routine trainings on the importance of cybersecurity. We provide a quarterly cybersecurity update to our Audit Committee, who is responsible for overseeing these matters.

We reinforce our commitment to a strong cybersecurity culture through security training and awareness programs. Education on topics such as data security, privacy practices, email and mobile security and tailored topics such as secure programming for developers make our employees aware of the need to make good security decisions. Our goal is to promote a culture of security and impress upon our employees that everyone has a part to play in securing corporate data and systems.

# corporate governance highlights

78%

OF OUR BOARD MEMBERS  
ARE INDEPENDENT

61 YEARS

AVERAGE AGE OF  
DIRECTORS

8 YEARS

AVERAGE TENURE OF  
DIRECTORS

## BEST PRACTICES

- Shareholder engagement program
- Board oversight of ESG
- Board oversight of corporate strategy and risk
- Stock ownership guidelines for executive officers and directors
- Orientation program for new directors
- Continuing education for directors
- Periodic Board refreshment
- Anti-hedging and anti-pledging policies

## INDEPENDENCE

- Separate Executive Chairman of the Board and CEO positions
- 78% of our Board members are independent
- All committee members are independent
- Independent Lead Director with defined responsibilities

## ACCOUNTABILITY

- Annual Board and Committee self-evaluations
- Clawback policy
- Director resignation policy
- Annual CEO evaluation by independent directors

## SHAREHOLDER PROTECTIONS

- One vote per share
- No poison pill
- No dual-class common stock
- Annual election of directors

Summary of Experience, Qualifications, Attributes and Skills	Independent							Non-independent	
	Hilleman	Hung	Leung	Madden	McCoy	Scannell	Vernon	Danziger	Doyle
Public Company CEO/Exec. Chair (past 5 years)		X			X			X	X
Senior Executive Leadership	X	X	X	X	X	X	X	X	X
Commercial		X	X		X	X	X	X	
Corporate Governance	X	X	X				X		
Cybersecurity									
Financial Literacy	X			X	X	X			X
International	X		X		X	X		X	X
Pharmaceuticals/Medical Device	X	X	X	X	X	X	X	X	X
Product Development		X	X	X	X	X	X		X
Risk Management	X			X			X	X	



↑ Wilco Groenhuisen, Chief Operating Officer

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We are committed to sourcing our materials and services in a manner that benefits people and the environment.

### **ethical business practices**

We maintain high ethical standards in all that we do. Our comprehensive Code of Conduct applies to and sets expectations for our employees, officers and directors and anyone doing business on our behalf, including contractors, consultants and distributors. Company policies and procedures supplement the Code of Conduct and provide specific functional requirements based on local laws and regulations, covering matters such as health and safety, conflicts of interest, confidentiality, communication with external stakeholders and standards in the community and marketplace. Our employees are trained annually to ensure compliance with our Code of Conduct and receive regular training on other policies and procedures applicable to their role.

Employees and third parties may contact our Integrity Hotline anonymously at any time. All reports of alleged misconduct are taken seriously. Each report is reviewed to confirm whether further investigation is warranted and to determine the appropriate response. Investigators strive to conduct each case with impartiality, competence, honesty, fairness, timeliness, thoroughness and confidentiality. We respect the rights of all parties involved in potential misconduct and handle all reports with discretion.

We adhere to all applicable laws and regulations regarding labor and employment. We support a living wage for all employees and the right to water for all. We believe in and are committed to fundamental human rights and maintain a work environment that is free from human trafficking, slavery, child labor and forced labor. As discussed further below, we do not knowingly conduct business with any vendors who engage in such practices.

### **our suppliers**

We are committed to sourcing our materials and services in a manner that benefits people and the environment. We expect our suppliers to support and respect the protection of human rights and ensure they are not complicit in human rights abuses. Our suppliers are required to follow universally accepted employment practices and to prioritize the health and safety of their workforce. In addition, they must comply with applicable labor laws, including those related to wages,



overtime, vacations, absences, disability, maximum working hours and the legal right to work. Suppliers are also expected to comply with all reporting obligations regarding the abolition of child labor. Our suppliers are prohibited from using bonded or forced labor, slavery, involuntary prison labor and from engaging in human trafficking.

**political activities and contributions**

We are committed to complying with all election and campaign contribution laws. Accordingly, we prohibit the use of corporate funds, facilities or resources for political purposes, except as permitted in compliance with campaign finance law. Personal contributions of time and/or money to political parties, campaigns and candidates may not be conducted on company premises or during company work time. Exceptions to this policy may be made with prior approval from our General Counsel in consultation with our Chief Executive Officer and Chief Financial Officer.



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We are committed to complying with all election and campaign contribution laws.

↑ Katie Meyer, Head of Government Affairs

← DeEtta Ard-McDonald, Territory Manager

# quality, safety and compliance

Maty Ayal Hershkovitz,  
Vice President, Global Regulatory Affairs





↑ Sharon Perez, Vice President,  
Global Medical Device Safety

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In 2021, we did not have any monetary losses as a result of legal proceedings associated with false marketing claims or corruption and bribery.

## commitment to quality, safety and regulatory compliance

We are committed to providing high quality products and ensuring product integrity and patient safety during the development, manufacturing and distribution of our products and throughout the product lifecycle. The Nominating and Corporate Governance Committee of our Board is responsible for periodically reviewing our safety program and related policies and procedures. This Committee also regularly reviews the content, operations and effectiveness of our compliance program as it relates to the marketing, promotion and sale of products, including updates to compliance activities and policies, procedures and practices designed to assure compliance with applicable legal requirements.

### healthcare laws and regulatory requirements

As a global oncology company, we are subject to many rules and regulations designed to protect patients and consumers, improve the quality of treatments and healthcare services and help eliminate fraud and improper influence on medical judgment. We are committed to following all laws and regulatory requirements governing the development, manufacturing, distribution, marketing, government contracting, sale and promotion of our products. Because we are a global company, the laws and regulatory requirements of one country may apply to activities in another country. In the event that local laws and regulatory requirements differ from those of the United States, the stricter set of laws and regulatory requirements generally applies.

We are also committed to fair competition and have implemented policies designed to ensure that we abide by all laws that apply to our marketing activities. Our Code of Conduct, together with internal policies, governs promotion of off-label use of products and interactions with health care professionals. Company employees performing sales, marketing, medical and regulatory functions receive regular



↑ Alexandra Volodin, Project Leader,  
Pre-clinical Research

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In 2021, we had no field safety corrective actions or product recalls.

training on our policies and procedures regarding labeling, promotional programs and other relevant topics. In 2021, we did not have any monetary losses as a result of legal proceedings associated with false marketing claims or corruption and bribery.

### quality and safety

We strive to be unsurpassed in patient safety, product quality and reliability. To achieve this goal, we have adopted policies and procedures intended to ensure that we comply with the laws, regulations, Company policies and procedures and standards for safety and efficacy in the research, design, manufacturing, distribution and monitoring of our products. In addition to holding ourselves accountable for the quality of our products and therapies, we also hold our suppliers and distributors accountable to ensure the quality of the products and services they provide.

We are dedicated to providing timely and honest product information to patients, consumers, healthcare professionals and regulators worldwide to keep these stakeholders informed of the uses, safety, contraindications and side effects of our products. In order to ensure that those patients who may benefit from our products have access to them, we must abide by local regulatory requirements when we design and run our clinical studies and market and sell our commercially-approved products. This includes acquiring appropriate approvals and registrations to enter the marketplace, proper labeling controls and all other requirements of government agencies. We are also committed to maintaining an open, constructive and professional relationship with regulators on matters of regulatory policy and submissions.

We actively monitor and evaluate adverse events associated with our products in clinical trials and our marketed products. To ensure we meet our worldwide safety reporting requirements, our employees are required to promptly report any adverse events or medical events associated with any of our products.

We are committed to ensuring the safety of the patients and volunteers who take part in our clinical trials, and to upholding the highest ethical, scientific and clinical standards in all of our research initiatives worldwide. All of our clinical studies are designed to be conducted in accordance with

applicable laws and regulations as well as recognized medical and ethical standards. Our policies and procedures are intended to ensure respect for the health, well-being and safety of research participants as well as for the culture, laws and regulations of the countries in which our studies are conducted.

### **interactions with healthcare professionals and patients**

We have a responsibility to ensure that our interactions with healthcare professionals, patients and other customers are ethical and beyond reproach. We will not attempt to influence a healthcare professional, patient or customer through improper inducement. When interacting with health care professionals and/or patients, our adherence to ethical standards and compliance with applicable laws is critical to our ability to preserve our reputation and to continue collaborating with health care professionals to serve the interests of our patients.

All interactions with health care professionals are guided by relevant laws, regulations and industry standards; national and regional industry and professional association codes; and the Company's policies and procedures relating to interactions with health care professionals. We follow the AdvaMed Code of Ethics when interacting with health care professionals practicing in the United States, the Medtech Europe Code of Ethical Business Practice when interacting with health care professionals practicing in Europe, and The Japanese Fair Trade Commission when interacting with healthcare professionals practicing in Japan. For interactions with any healthcare professionals in countries and/or regions outside those listed, we follow the applicable laws and regional industry and association codes governing such interactions.

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