



2020
Environmental,
Social and
Governance
Summary





2020 ESG Summary

The following document contains disclosure of relevant environmental, social and governance (ESG) metrics to Relay Therapeutics' business, as well as those included in the Sustainability Accounting Standards Board (SASB) standards for the Biotechnology and Pharmaceuticals industry. The disclosures in this report are also aligned with the United Nations Sustainable Development Goals (UN SDGs). This document covers ESG disclosures for Relay Therapeutics for the period January 1 through December 31, 2020, unless otherwise noted.

About Us

Relay Therapeutics (Nasdaq: RLAY) is a clinical-stage precision medicines company transforming the drug discovery process with the goal of bringing life-changing therapies to patients. Relay Therapeutics is the first of a new breed of biotech created at the intersection of disparate disciplines. Relay Therapeutics' Dynamo™ platform integrates an array of leading-edge computational and experimental approaches to effectively drug protein targets that have previously been intractable. The initial focus is on enhancing small molecule therapeutic discovery in targeted oncology and genetic disease. For more information, please visit www.relaytx.com.

Activity Metrics	2020
Number of patients treated <i>SASB: HC-BP-000.A</i>	Relay Therapeutics has 2 ongoing clinical trials: <ul style="list-style-type: none"> • <u>RLY-1971</u>: Phase 1 clinical trial initiated in Q1 2020 with target enrollment of 70 • <u>RLY-4008</u>: Phase 1 clinical trial initiated in Q3 2020 with target enrollment of 125
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3) <i>SASB: HC-BP-000.B</i>	(1) 8 total programs (2 clinical, 1 in lead optimization and 5 others in pipeline) (2) 2 programs in Phase 1 as of year-end 2020 (RLY-1971 and RLY-4008)
Employees (FTE)	148
Office and laboratory space (square feet)	46,631

PATIENTS



Safety of Clinical Trial Participants

Topic

Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials

SASB: HC-BP-210a.1

Current Clinical Trials

Relay Therapeutics has 2 active clinical trials presently, and no clinical trials have been terminated for any reason.

RLY-1971-101: A first in human study, in participants with advanced or metastatic solid tumors:

- Phase 1 clinical trial initiated in Q1 2020 with target enrollment of 70
- This program, including the Investigational New Drug (IND) application, was transitioned to Genentech (Roche) in April 2021
- Relay Therapeutics will complete the Phase 1a trial, RLY-1971-101, and Genentech will conduct all subsequent clinical trials

RLY-4008-101: A first in human study investigating the safety and efficacy of RLY-4008 in participants who have FGFR2 alterations in advanced solid tumors:

- Phase 1 clinical trial initiated in Q3 2020 with target enrollment of 125

Committed to Clinical Trial Patient Safety

Relay Therapeutics follows the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use/Good Clinical Practice (ICH/GCP) principles and national and local regulations in designing and conducting clinical trials, keeping participant safety and quality standards front and center. All protocols are approved by national and local bodies prior to start, and similarly, all participants undergo thorough and informed consent processes ahead of any study procedures. Safety is continuously monitored throughout the course of the study and discussed with participating investigators. Relay Therapeutics utilizes contract research organizations (CROs) to support clinical trial efforts. Presently, we do not have a preferred provider relationship with any CROs. Thus, our CROs undergo a request for proposal (RFP) process, and selected CROs also undergo a vendor qualification audit. Relay Therapeutics' employees work closely with our CRO partners to ensure study conduct is consistent with the clinical trial protocol and all applicable regulations.

Expanded Access Program

Relay Therapeutics is hyper-focused on bringing life-changing medicines to patients. Our goal is to provide access to our investigational therapies when it is appropriate for patients. For details on how we approach expanded access, please visit relaytx.com/patients.

Safety of Clinical Trial Participants *(continued)*

Topic	
<p>Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: Voluntary Action Indicated (VAI) and Official Action Indicated (OAI)</p> <p><i>SASB: HC-BP-210a.2</i></p>	<p>Relay Therapeutics has not had any FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in VAI/OAI as of year-end 2020. Please refer to our most recent annual report on Form 10-K filed with the SEC.</p>
<p>Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries</p> <p><i>SASB: HC-BP-210a.3</i></p>	<p>Relay Therapeutics does not have any legal proceedings associated with clinical trials in developing countries as we only had U.S. clinical trial sites open as of year-end 2020. We are committed to adhering to the applicable laws and regulations in all jurisdictions in which we operate clinical trials and to do so in an ethical manner.</p>

Access to Medicines

Topic	
<p>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</p> <p><i>SASB: HC-BP-240a.1</i></p>	<p>Relay Therapeutics does not have these data available because we are a development stage company.</p>
<p>List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme</p> <p><i>SASB: HC-BP-240a.2</i></p>	<p>Relay Therapeutics does not have these data available because we are a development stage company.</p>

Affordability & Pricing

Topic

Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period

SASB: HC-BP-240b.1

Relay Therapeutics does not have these data available because we are a development stage company.

Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year

SASB: HC-BP-240b.2

Relay Therapeutics does not have these data available because we are a development stage company.

Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year

SASB: HC-BP-240b.3

Relay Therapeutics does not have these data available because we are a development stage company.

Drug Safety

Topic

Product safety and quality program

Relay Therapeutics outsources good practice (GxP) activities to qualified and approved vendors. Oversight of the activities is carried out by Relay Therapeutics to ensure compliance with the requirements of, for example, Good Laboratory Practice (GLP), Good Manufacturing Practice (GMP), Good Clinical Practice (GCP), Good Pharmacovigilance Practice (GVP), among others.

We work in close partnership with vendors, and when evaluating these partners, we focus both on business ethics, as well as capability and capacity of the service to be provided. Elements of the evaluation include quality audits, supplier management assessments and financial stability assessments.

Our reliance on external partners to perform GxP activities poses risk that partners do not follow requirements of pharmaceutical quality standards. Such noncompliance would, in turn, jeopardize patient safety and quality and efficacy of our medicines. Our vendor oversight program is intended to mitigate this risk through thorough and ongoing assessment of all GxP vendors.

Clinical manufacturing facilities comply with local regulations. When we select commercial manufacturing facilities, we will work with vendors who have strong international regulatory authority inspection history and have appropriate manufacturing authorization certificates based on the country(ies) in which they are located.

Product Testing

Relay Therapeutics relies on third party vendors for GxP testing activities and maintains oversight of testing and data generated for compliance, where applicable.

Employee Training

Relay Therapeutics employees undergo annual GxP training in addition to required review of functional specific Quality System documents. GxP training is provided on an annual basis to employees responsible for overseeing GxP activities for Relay Therapeutics, and safety training is provided annually to all Relay Therapeutics employees.

List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database

SASB: HC-BP-250a.1

Relay Therapeutics does not have these data available because we are a development stage company.

Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System

SASB: HC-BP-250a.2

Relay Therapeutics does not have these data available because we are a development stage company.

Number of recalls issued, total units recalled

SASB: HC-BP-250a.3

Relay Therapeutics has not had any recalls issued as of year-end 2020. Please refer to our most recent annual report on Form 10-K filed with the SEC.

Drug Safety *(continued)*

Topic	
Total amount of product accepted for take-back, reuse, or disposal <i>SASB: HC-BP-250a.4</i>	Relay Therapeutics does not have these data available because we are a development stage company.
Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type <i>SASB: HC-BP-250a.5</i>	Relay Therapeutics has not had any FDA enforcement actions taken in response to violations of current Good Manufacturing Practices as of year-end 2020. Please refer to our most recent annual report on Form 10-K filed with the SEC.

Counterfeit Drugs

Topic	
Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting <i>SASB: HC-BP-260a.1</i>	Relay Therapeutics does not have these data available because we are a development stage company.
Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products <i>SASB: HC-BP-260a.2</i>	Relay Therapeutics does not have these data available because we are a development stage company.
Number of actions that led to raids, seizure, arrests, and/or filing of charges related to counterfeit products <i>SASB: HC-BP-260a.3</i>	Relay Therapeutics does not have these data available because we are a development stage company.

Supply Chain Management

Topic

Percentage of entity's facilities and Tier I suppliers 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

SASB: HC-BP-430a.1

Relay Therapeutics is not currently part of the RX-360 program. We rely on our internal quality team and external contracted auditors for our vendor audits.

We have an Approved Supplier List maintained by our Quality Assurance Department. Vendors are selected based on their ability to meet specified technical, quality and regulatory requirements. Assessment of vendors is covered under Standard Operating Procedure (SOP), and vendors are monitored based on the risk levels.

COMMUNITY



Community Engagement

Relay Therapeutics is committed to making a difference with our stakeholders, a group that will grow and diversify as we mature as a company. To-date, our focus has been on 3 key stakeholder groups:



Our patients/
future patients as
it pertains to our
areas of focus
in oncology and
genetic diseases



Our community
in Cambridge
and the broader
Boston area



The next
generation of
scientists (STEM
education)



Our patients/future patients as it pertains to our areas of focus in oncology and genetic diseases

- In each of 2017, 2019 and 2020, a group from our company participated in the American Cancer Society Bicycles Battling Cancer ride, raising money to help the American Cancer Society save lives, while also honoring cancer survivors and spreading the word about reducing cancer risk.
- In 2018 and 2019, we contributed to TargetCancer Foundation to help sponsor their gala, as they promote the development of lifesaving treatment protocols for rare cancers through funding innovative research, fostering collaborations and raising awareness among scientists, clinicians and patients.



Our community in Cambridge and the broader Boston area

- In each of 2018 and 2019, our company held a day of community service. In partnership with Cradles to Crayons, which aims to provide kids with the essentials they need, free of charge, we worked to build care packages, from cleaning and sorting of items to assembly of packages (e.g., shoes, jackets).
- In both 2019 and 2020, our company supported BAGLY (The Boston Alliance of Gay, Lesbian, Bisexual and Transgender Youth), a youth-led, adult-supported social support organization, committed to social justice and creating, sustaining and advocating for programs, policies and services for the LGBTQ+ youth community, through a company-wide fundraising event over Pride month.



The next generation of scientists (STEM education)

- In each of 2018 and 2019, a group from our company got involved in STEM mentorship through the Harvard Medical School Office for Diversity Inclusion and Community Partnership, namely through a program called Reflections in Action, which pairs mentors with middle school students to teach them about drug discovery and the various career paths in biotech.
- We have also looked for ways to engage students and the community through lab tours at Relay Therapeutics.

Going forward, we will stay committed to our stakeholders, existing and new. We will look for opportunities to invest and give back, leveraging the best of what Relay Therapeutics has to offer. A variety of our ongoing work was interrupted in 2020 due to COVID-19, and as we emerge in the post-COVID-19 world, we will look to evaluate what remains feasible and look for new opportunities to engage our patients, community and the next generation of scientists.

PEOPLE



Human Capital Management

Topic

Employee engagement

Relay Therapeutics is dedicated to providing an inclusive, collaborative and safe work environment for our employees. We regularly measure employee engagement and identify areas of focus and host regular company-wide sessions where our employees discuss ideas and feedback on corporate initiatives, share scientific breakthroughs and other corporate updates and recognize each other's contributions and accomplishments. Additionally, we also host a number of optional sessions where employees can learn more about what is happening across the company, as well as engage with their colleagues (e.g., office hours, lunch and learns, mystery lunches, chat shows).

Engagement survey

In 2019, Relay Therapeutics' engagement survey results were overall positive:

- 97% of our employees who responded stated that they either “agree” or “strongly agree” that they are proud to work for Relay Therapeutics

Our 2020 engagement survey yielded positive results as well:

- 98% of our employees who responded stated that they either “agree” or “strongly agree” that they would recommend Relay Therapeutics as a great place to work

We have used our engagement surveys to help identify focus areas for Relay Therapeutics as a company, with specific action plans associated and mechanisms in place to monitor progress (e.g., investigating software solutions to gather feedback).

Going forward, we are moving to more frequent pulse surveys, which we believe will:

- Provide real-time data, allowing us to respond more quickly to our employees' needs and identify real-time trends;
- Keep a consistent measurable question throughout the pulse surveys (e.g., Employer Net Promoter Score or eNPS);
- Drive accountability from the senior leaders and managers to create an action plan around that quarter's company-wide theme, based upon our insights; and
- Leverage passive data collection (like platform analytics data) to supplement the pulse surveys.

Human Capital Management *(continued)*

Topic

Talent recruitment, development and retention

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Discussion of talent recruitment and retention efforts for scientists and research and development personnel

SASB: HC-BP-330a.1

While roughly 70% of Relay Therapeutics' workforce engages in research and development, we believe that talent recruitment and retention efforts, as well as employee development efforts, are important to our overall organization.

Recruitment

Relay Therapeutics is focused on recruiting talent that is additive to our existing teams and leverages a diversity of perspectives. In 2020, Relay Therapeutics rolled out a number of recruitment initiatives related to two areas:

- Sourcing and brand awareness
- The candidate and interview experience

Sourcing and brand awareness

- Direct sourcing and the ongoing development of our LinkedIn and Glassdoor pages increase our name recognition and candidate pools.

The candidate and interview experience – we have created a superior interview experience that features the following:

- Our recruiting team prepares every interview team and every candidate prior to a formal interview;
- Prior to an interview, candidates receive a good luck email, which highlights a video showcasing new joiners and a virtual tour of the office as well as an employee created music playlist;
- Following every interview, candidates receive a thank you note from Relay Therapeutics, which highlights our benefits, onboarding experience, learning & development opportunities and additional new joiner videos discussing their onboarding experience.

Additionally, we survey all new joiners at 30 and 90 days, and our overall feedback has been positive, with a large majority of our new joiners indicating that our recruitment and selection process is professionally conducted. We will continue to survey our new joiners to ensure an excellent onboarding experience and make improvements or adjustments to the candidate experience as needed.

Training and Development

Relay Therapeutics is committed to investing in the development of our employees. To empower our employees to continually grow, we offer a wide range of learning and development opportunities and resources. These include formal leadership training, workshops and access to specialized career coaching to foster continued growth.

In 2020, Relay Therapeutics increased its investment in employee training and development, with the majority of the spend focused on:

- Career coaching
- Executive coaching
- Leadership development programs

We also offer a tuition reimbursement program to help our team continue to master their craft and support ongoing learning and development.

While paused during the COVID-19 pandemic, Relay Therapeutics has a college summer internship program. The internship program ran in 2018 and 2019, and we will look to resume this in the future.

Human Capital Management *(continued)*

Topic	
Voluntary and involuntary turnover rate for executives and senior managers, mid-level managers and all other employees <i>SASB: HC-BP-330a.2</i>	Relay Therapeutics' turnover rates have been below 10%, as compared to the Boston/Cambridge Biotech industry average of 25% overall (according to Aon Radford's 2020 Salary Increase and Turnover Study).
Compensation and benefits	Relay Therapeutics believes that our people are among our greatest assets. We regularly review our compensation practices and analyze the equity of our compensation decisions for all employees. We provide what we consider to be a competitive mix of long and short-term incentives including competitive salaries, incentive compensation, participation in our equity programs, healthcare and insurance benefits and various innovative health and wellness programs, among others. Additional details on our benefits can be found on our careers page: https://relaytx.com/careers/

Diversity, Equity and Inclusion

Topic	
Workforce diversity metrics	2020 Gender Diversity Metrics Among Relay Therapeutics employees, 44% were female and 56% were male as of year-end 2020. Among our leadership (which we define as the vice president level and above), 14% were female. 2020 Racial/Ethnic Diversity Metrics As of year-end 2020, 24% of our employees and 14% of our leadership (which we define as the vice president level and above) identified as being from diverse racial and ethnic groups.
Diversity program	Relay Therapeutics is committed to creating an environment where diverse perspectives and backgrounds are encouraged and supported. At Relay Therapeutics, we have established a diversity and inclusion advisory group, which actively promotes engagement among our employees on a variety of topics related to diversity, equity and inclusion, including providing awareness workshops and supporting the growth of employee resource groups for under-represented populations as part of our efforts to create a more diverse and equitable workplace. When it comes to recruiting, Relay Therapeutics has been deliberate about targeted recruitment to diversify our employee population, leveraging different sourcing solutions in the process. We are careful to diversify our interview panels with respect to race and gender. We also provide ongoing interview training to teach interviewers to assess candidates objectively and provide data-driven feedback.

Diversity, Equity and Inclusion *(continued)*

Topic	
Equitable compensation	In 2020, Relay Therapeutics conducted a gender pay gap analysis, and the study showed no evidence of gender discrepancy in base pay and total cash compensation. New hire offers and existing employee promotions are thoroughly analyzed to ensure equity across the applicable internal peers and competitiveness with the external job market. We plan to conduct a pay equity analysis (performed by external consultants) annually to identify any potential concerns and needed adjustments.
Parental leave policy	Relay Therapeutics offers parental leave (maternal and paternal) that is 100% paid for 12 weeks (for birth, bonding with child and adoption).

Employee Health, Safety and Wellness

Topic	
Occupational health & safety management	<p>Relay Therapeutics has an Emergency Action Plan, Chemical Hygiene Plan and Biological Safety Plans that have all been developed, and each lab employee is trained on them. At this time, we require contractors to go through the same office and lab safety training as full-time employees. The total number of safety-related training hours from 2020 for Relay Therapeutics employees was 222.</p> <p>In response to the COVID-19 pandemic, we undertook several initiatives to ensure the health and safety of our workforce and continuity of our operations. We developed and implemented safety protocols at our facilities taking into consideration national and local public health guidelines and input from our employees. We rapidly redesigned our facilities and introduced company-sponsored regular onsite COVID-19 testing as well as provided access to testing for family and household members of employees. Throughout the pandemic, much of our workforce has worked remotely, wherever possible. We also implemented remote hiring and onboarding programs to facilitate significant hiring during 2020 in a remote work environment.</p>
Occupational health & safety metrics	Relay Therapeutics has not had any lost time accidents or injuries within our facilities as of year-end 2020. We have robust safety measures in place to ensure near misses are accounted for and followed up on immediately to foster no subsequent recordable accidents.

ENVIRONMENT

Energy Management*

Topic	
Total energy consumed (kWh)	2,719,533
Energy intensity (kWh per employee)	18,375
Energy intensity (kWh per rentable sq ft)	58
Energy use reduction efforts	Relay Therapeutics has various initiatives to foster a more sustainable office and lab community, including shutting down lab equipment prior to leaving for the day, for weekends or for holiday pauses, as well as timers on all of our office meeting room lights to ensure they are being used efficiently. In addition, our headquarters building, which represents our total office and laboratory space, is LEED Gold certified for Core and Shell.

*Calculations drawn from the percentage of real estate occupied by Relay (28.19%) of the 399 Binney Street footprint, which is part of the Alexandria Real Estate One Kendall Square campus.

Water Use*

Topic	
Water consumption (CCF)	1,621
Water intensity (CCF per employee)	11.0
Water reduction efforts	The building that Relay Therapeutics occupies installed water-efficient toilets, sinks, urinals and shower heads, enabling us to reduce our water usage by more than 39%. In addition, the building planted a very large green roof, which absorbs rainwater to allow for evaporation instead of having the rainwater run into the stormwater system.

*Calculations drawn from the percentage of real estate occupied by Relay (28.19%) of the 399 Binney Street footprint, which is part of the Alexandria Real Estate One Kendall Square campus.

Waste Management

Topic	
Hazardous waste and lab waste (lbs.)	27,845
Hazardous waste and lab waste intensity (lbs. per employee)	188
Hazardous waste and lab waste recycled (lbs.)	11,245 (40%)
Hazardous and lab waste management	Relay Therapeutics is committed to the responsible management of hazardous and lab waste. In 2019, we transitioned waste management partners, moving over to Triumvirate, with a major factor being their commitment to sustainability and recycling of lab plastics whenever possible. As we are a growing research company, the waste output from our labs is steadily increasing due to continued addition of R&D personnel in the lab space. Triumvirate's initiatives include Red2Green RMW (Regulated Medical Waste), waste to energy and fuel blending. Triumvirate's Red2Green program is the only program in North America that helps RMW generators reduce their impact on the environment. RMW that would normally end up incinerated or landfilled is diverted and recycled through this program. The high-quality plastic waste found in RMW is treated by an innovative, proprietary and EPA approved sanitation process that allows the plastic waste to be upcycled into plastic lumber, turning waste into a useable, sustainable product. They also provide employee training and awareness and have helped us build a well-managed chemical inventory system.
Non-hazardous waste* (metric tons)	26.1
Non-hazardous waste intensity* (metric tons per employee)	0.18
Non-hazardous waste recycled*	72%
Non-hazardous waste sent to landfill*	28%
Waste reduction efforts	Relay Therapeutics implemented a robust composting program in mid-2019, and therefore, produce a minimal amount of food waste. We also had a single-use elimination initiative and were at a state where almost all waste generated from our facility was in the form of compost and recycling. Since the COVID-19 pandemic, we have had a slight uptick in single-use plastic and solid trash waste, but we fully expect this to be temporary and commit to return to elimination of single-use plastic by the end of 2021.

*Calculations drawn from the percentage of real estate occupied by Relay (5.72%) across the Alexandria Real Estate One Kendall Square campus.

GOVERNANCE

Management and Oversight of ESG

Relay Therapeutics is focused on ESG issues and making them a priority for our company. We believe that ESG oversight is most effective at the Board level. As such, our Nominating and Corporate Governance Committee (NCG Committee) oversees our ESG initiatives, strategy and disclosure, and receives quarterly updates on our efforts. Relay Therapeutics has also formed a cross-functional ESG Working Team to drive our thinking, progress and the overall ESG disclosure process.

Business Ethics

Topic	
Code of Business Conduct & Ethics	Maintaining a culture of compliance to ensure that all employees act ethically and legally in their business decisions and day-to-day duties is fundamental to carrying out Relay Therapeutics' mission. Our Code of Business Conduct and Ethics codifies our key policy principles and offers guidance in areas such as protection of corporate assets and information, avoidance of conflicts of interest, anti-bribery, financial integrity and political contributions. All of our employees are required to certify that they have read, understand and will comply with the Code. Our Compliance Officer oversees our compliance program, and we regularly conduct employee trainings to reinforce compliance with the Code. An anonymous and confidential whistleblower hotline managed by a third-party can be accessed by phone or online to report concerns.
Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery <i>SASB: HC-BP-510a.1</i>	Relay Therapeutics has not had any monetary losses as a result of legal proceedings associated with corruption and bribery as of year-end 2020. Please refer to our most recent annual report on Form 10-K filed with the SEC.
Description of code of ethics governing interactions with healthcare professionals <i>SASB: HC-BP-510a.2</i>	Relay Therapeutics is a development stage precision medicines company. As of year-end 2020, we had two product candidates that entered Phase 1 clinical development and others that were in pre-clinical studies. We plan to develop policies governing interactions with healthcare professionals and the promotion of off-label use of products as we further advance our pipeline of products through development and closer to commercialization.
Description of code of ethics governing promotion of off-label use of products <i>SASB: HC-BP-270a.2</i>	

Business Ethics *(continued)*

Topic

Total amount of monetary losses as a result of legal proceedings associated with false marketing claims

SASB: HC-BP-270a.1

Relay Therapeutics does not have these data available because we are a development stage company.

Data Security

Topic

Description of approach to identifying and addressing data security risks

Relay Therapeutics uses four primary methods for identifying any vulnerabilities that pose data security risks. We perform regular vulnerability and virus scans across our network and on all of our endpoints, we monitor users' activity for suspicious behavior that could be a sign of an insider threat, we engage with 3rd parties to test our systems via penetration tests and we have security consultants perform an annual assessment to gauge the maturity of our systems and processes as well as our data security measures. Any issues that are identified are prioritized based on risk, and then mitigated either via internal resources or via our service desk, network, or security Managed Services Providers. We engage in regular patching all of our systems to ensure remediated vulnerabilities are quickly eliminated from the environment.

Each new technology that is brought into our environment is put through a data security evaluation to ensure that it meets standards that we have established.

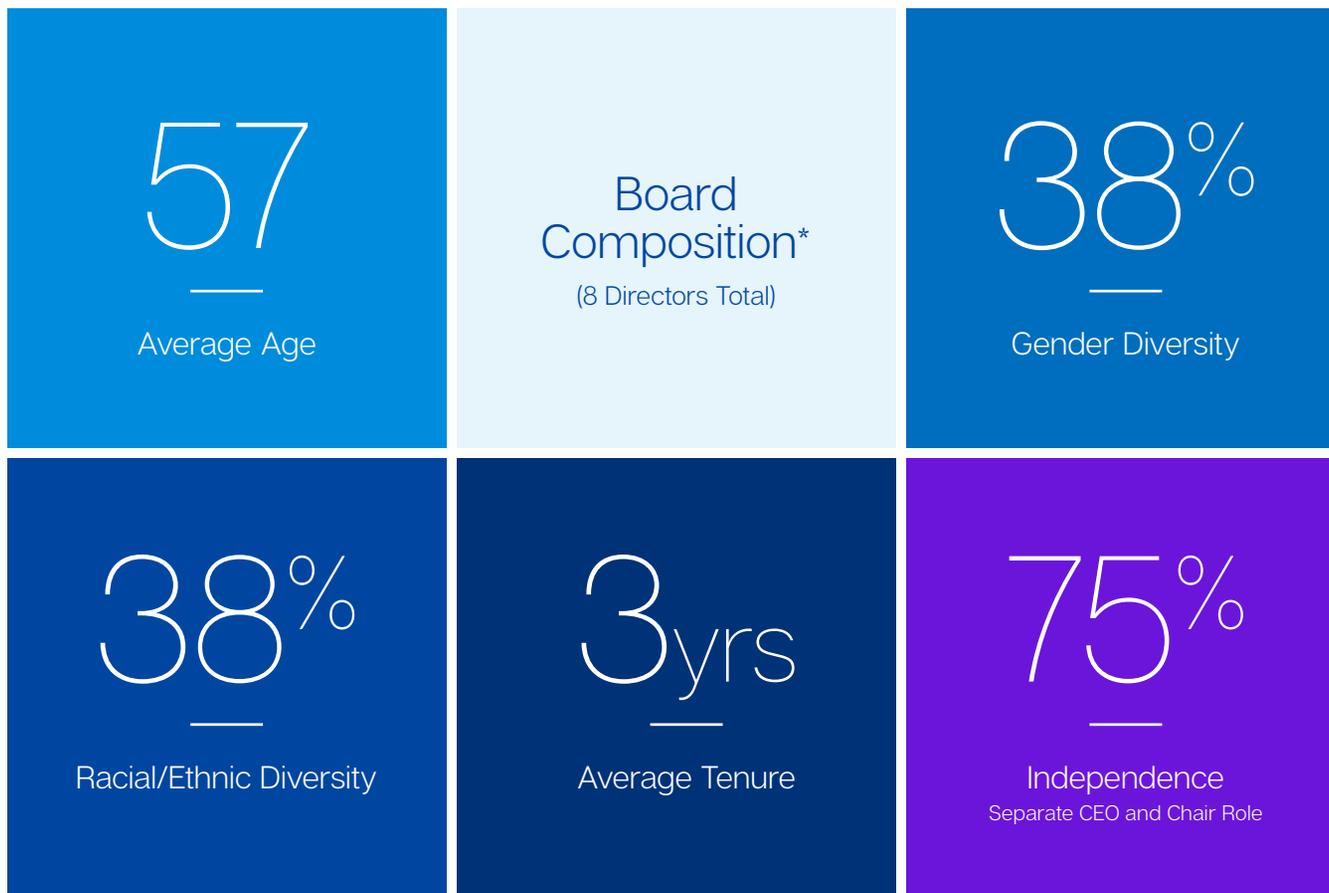
We are building out a detailed incident response plan for 2021 that outlines how we handle any security issue, including data breaches.

In 2021, we are tightening controls and access for our cloud storage solutions with the principle of least access in mind. An upcoming change in our network architecture will allow for more centralization of access control rules for any system in our environment. Currently, Relay Tx is using a training tool to keep our users aware of what new shape malicious emails may take.

While we have adopted some of the best practices outlined in externally published standards, we are not yet fully aligned to all aspects of any one standard. We take guidance and try to take the appropriate elements from the ISO/IEC 27000 series.

We have systems that are, or will be, subject to 21 CFR Part 11, GDPR/CCPA and Sarbanes-Oxley. We have put or are currently in the process of putting the appropriate controls in place to be in compliance with those regulations.

Corporate Governance



*All data as of August 2021

Best Practices

NCG Committee periodically prepares continuing education sessions for directors

NCG Committee oversees company ESG efforts

Accountability

Annual Board and Committee self-evaluation starting in 2021

Annual evaluation of CEO by independent directors

Forward Looking Statement

This communication contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. All statements other than statements of historical facts contained in this communication, including, without limitation, statements regarding our strategy, future operations, prospects, plans and objectives of management are forward-looking statements. In some cases, you can identify forward-looking statements by terminology such as “may,” “might,” “will,” “could,” “would,” “should,” “expect,” “plan,” “anticipate,” “intend,” “believe,” “expect,” “estimate,” “seek,” “predict,” “future,” “project,” “potential,” “continue,” “target” and other similar expressions that are predictions of or indicate future events and future trends, or the negative of these terms or other comparable terminology.

Actual results or events could differ materially from the plans, intentions and expectations disclosed in the forward-looking statements we make due to a number of risks and uncertainties, which include those described in the section entitled “Risk Factors” in our most recent Annual Report on Form 10-K or Quarterly Report on Form 10-Q filed with the Securities and Exchange Commission. Any forward-looking statements represent our views only as of the date of this communication and we undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, the occurrence of certain events or otherwise. We may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. No representations or warranties (expressed or implied) are made about the accuracy of any such forward-looking statements.

Certain information contained in this communication relates to or is based on studies, publications, surveys and other data obtained from third-party sources and our own internal estimates and research. While we believe these third-party studies, publications, surveys and other data to be reliable as of the date of this communication, we have not independently verified, and make no recommendation as to the adequacy, fairness, accuracy or completeness of, any information obtained from third-party sources. In addition, no independent source has evaluated the reasonableness or accuracy of our internal estimates or research and no reliance should be made on any information or statements made in this communication relating to or based on such internal estimates and research. This communication contains trademarks, trade names and service marks of other companies, which are the property of their respective owners.



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