



# 2021 Environmental, Social and Governance Report



## About This Report

We are pleased to present our first full ESG report, which describes our growing ESG program and builds on our inaugural 2020 ESG Summary.

This report contains environmental, social and governance (ESG) metrics relevant 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, 2021, unless otherwise noted. We intend to publish ESG reports annually going forward with the goal of advancing both our ESG performance and disclosures over time.



### FORWARD-LOOKING STATEMENTS

This report 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 report, including, without limitation, implied or express statements regarding our strategy, business plans and focus, future operations, prospects and plans, objectives of management, plans and expectations for our current or future product candidates and the potential benefit of any such product candidates in treating patients are forward-looking statements. In some cases, you can identify forward-looking statements by terminology such as “may,” “might,” “will,” “could,” “would,” “should,” “plan,” “anticipate,” “intend,” “believe,” “expect,” “estimate,” “seek,” “predict,” “future,” “project,” “potential,” “continue,” “target” and other similar words or 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 report 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 report 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 report, we have not independently verified, and make no communication 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 report relating to or based on such internal estimates and research. This report contains trademarks, trade names and service marks of other companies, which are the property of their respective owners.

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## From Our CEO

2021 was a pivotal year for Relay Therapeutics. We shared with the world, for the first time, initial clinical data supporting our belief that our Dynamo™ platform and drug discovery approach have the potential to save lives and change the trajectory for patients with some of the hardest-to-treat diseases. We believe this early clinical data exemplifies the power of our Dynamo platform and validates our approach to discovering innovative medicines.

**While we are early in our journey, we are eager to grow our ESG initiatives.**

Despite the challenges of operating during a global pandemic, we continued to execute against our goals and have made substantial progress toward our mission of bringing life-changing therapies to patients. In 2021, we:

- Continued to progress two product candidates in ongoing clinical trials and initiated a clinical trial for a third product candidate
- Continued to expand our pipeline of preclinical precision medicine programs
- Augmented our Dynamo platform technology and capabilities
- Continued to grow our organization both in terms of size and functional capabilities
- Raised additional capital, which we expect to fund our operations into 2025

We have seen through our work that the more we do, the better we get, and we are excited to continue our trajectory. As we continue to grow and progress, we strive to be good stewards of our environment and to be focused on our stakeholders – patients, employees, stockholders, our community and vendors. While we are early in our ESG journey, having made our first ESG disclosure last year, we are eager to learn and have our ESG initiatives grow, and ultimately, become a core part of how we do business.

Looking to the future, we believe the decisions we make today will have lasting impacts on our footprint and the way we run our business. We believe if we formalize ethical, environmentally responsible and socially inclusive policies now, these will continue to grow and shape who we become and the legacy we leave behind. This report reflects where we are in this journey and our commitment to ESG initiatives for the long term.

### BETTER OPTIONS FOR BETTER OUTCOMES

First and foremost, we are committed to broadening and deepening our pipeline to impact even more patients, and to pioneer a new way of developing medicines so that people have better options for treatment. As we expand our clinical trials and enrollment, we do so with a responsibility to safety, sustainability and inclusivity. We hope that, over time, we're able to solve challenges where traditional drug discovery approaches have been unsuccessful. We want to create medicines that are more effective and get them to patients more quickly. Quite simply, we want to change the course of disease for some of the hardest-to-treat indications.

### RETHINKING OUR WORKING MODEL

We believe our employees are our greatest assets. We are committed to investing in their financial well-being and professional development, as well as providing a welcoming, collaborative and safe work environment for them to thrive. We are committed to providing an inclusive, diverse and equitable environment for all employees, and increasing representation of underrepresented populations at our company, particularly in leadership roles. Our inclusive and quirky culture is a cornerstone of who we are and a driving factor in why people join, and stay at, Relay Therapeutics. The COVID-19 pandemic forced us to become creative with how we work. We're rethinking our working model to maximize our infrastructure and to provide more flexibility to our employees. Even within our hybrid working model, we find that our employees want in-person connection, and constantly seek opportunities to connect and engage with one another. At Relay Therapeutics, we do not see this as just a job, it's also a mission, and we are all committed to working relentlessly to get medicines to patients.

### CONNECTING WITH OUR COMMUNITIES

In 2021, we continued to support our local community around Cambridge and the broader Boston area, as well as the patients we're trying to help with our product candidates through community service and fundraising activities. Our team members also contributed their time and experiences to mentor the next generation of scientists.

### A SUSTAINABLE COMPANY AND CULTURE

Finally, we have instituted various initiatives over the years to foster more sustainable office and lab practices, while ensuring the health and safety of our workforce. We take pride in our efforts to date to be good stewards of our environment and in our diligent efforts to protect employees from exposure to health hazards. We also believe that maintaining a culture of compliance to ensure that all directors, officers and employees act ethically and legally in their business decisions and day-to-day duties is fundamental to carrying out our mission.

It's been an incredible journey the last six years, thanks to our dedicated employees and the support from our stakeholders, and we look forward to sharing our progress as we continue toward our mission of changing patients' lives.

**Sanjiv Patel**  
President and Chief Executive Officer  
Relay Therapeutics



## About Relay Therapeutics

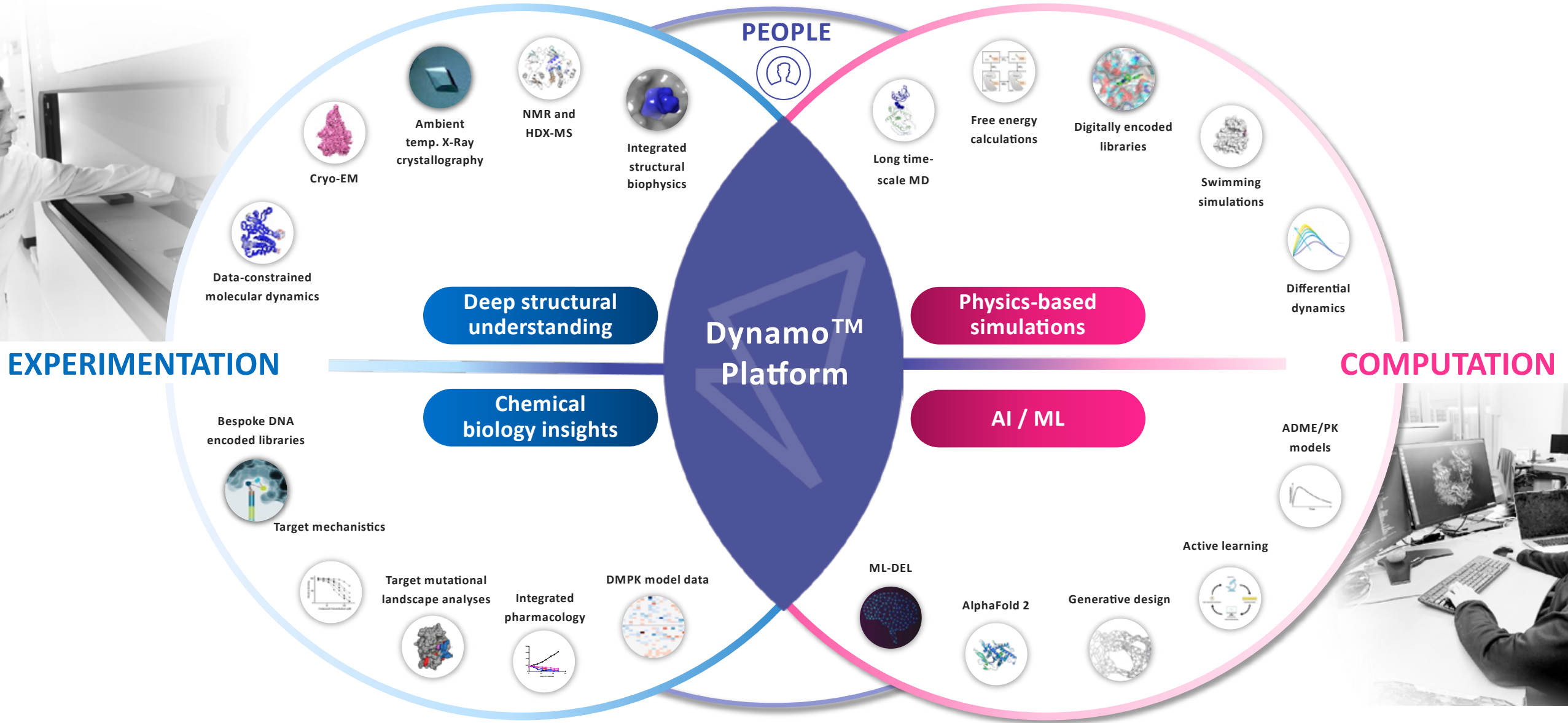
Our mission is to bring life-changing medicines to patients with the hardest-to-treat diseases.

Relay Therapeutics is a clinical-stage precision medicine company transforming the drug discovery process by combining leading-edge computational and experimental technologies. Our mission is to bring life-changing medicines to patients with the hardest-to-treat diseases, and to push the boundaries of what's possible in drug discovery.

We believe we are among the first of a new breed of biotech working at the intersection of disparate technologies. We were built upon unparalleled insights into protein motion and how this dynamic behavior

relates to protein function. These insights are driven by our Dynamo™ platform, which integrates an array of leading-edge experimental and computational approaches designed to drug protein targets that have previously been intractable. Our initial focus is on enhancing small molecule therapeutic discovery in targeted oncology and genetic disease indications, addressing targets where there is clear evidence linking proteins to disease and where molecular diagnostics can unambiguously identify relevant patients for treatment. We believe this will increase the likelihood of benefitting patients.









#### INNOVATING FOR SOCIETAL IMPACT

Relay Therapeutics is pioneering a new way of developing medicines by incorporating computational techniques such as machine learning and artificial intelligence with leading-edge experimental approaches. We believe our approach will benefit individual patients and advance the field of biotech by:

- Creating new efficiencies in the drug discovery process
- Lowering the risk of failure for some of the hardest-to-treat indications
- Speeding up the timeline to discover novel medicines
- Creating better, more targeted therapies, with fewer side effects for patients

With our Dynamo™ platform, we are shifting to a new paradigm we term Motion-Based Drug Design™ that allows a dynamic movie-like understanding of full-length proteins to potentially give us novel motion-based insights on how to drug them. Our approach allows us to leverage computational power

to create virtual simulations of the proteins that enable our teams to rapidly test billions of small molecules, prioritizing the most promising ones for the wet lab. We believe this potentially allows us to develop medicines more efficiently and effectively.

We have over six years of experience in combining computational and experimental techniques, and we have discovered three product candidates which are now in first-in-human clinical development and have more than five discovery stage programs. In addition, we have accumulated massive amounts of large data sets which will be instrumental, along with other strategies, in continuing to strengthen the power of the Dynamo platform. We will continue to look to push the boundaries of what is possible in drug discovery.



## Our Pipeline

Entered first-in-human clinical development with our 3rd program and continued to advance over 5 discovery stage programs in our deep pipeline of product candidates developed over the past 5 years.



## Our People

Grew our team to nearly 250 talented individuals, expanding our capabilities into multiple additional disciplines.



## Our Platform

Acquired ZebiAI Therapeutics, Inc., a pioneer in applying massive experimental DNA encoded library data sets to power machine learning for drug discovery, to strengthen our platform.

# 2021 Highlights



# Extensive Precision Medicine Focused Pipeline<sup>1</sup>

	Target	Program	Preclinical	Early Clinical	Late Clinical	Annual US patient #
Breast Cancer <sup>2</sup>	PI3Kα franchise	PI3Kα <sup>PAN</sup>	RLY-2608 <sup>3</sup>	[Progress bar]		~8-51K ~50-156K all solid tumors
			RLY-5836 <sup>3</sup>	[Progress bar]		
		PI3Kα <sup>SPECIFIC</sup>	H1047R-specific	[Progress bar]		~4-25K ~15-48K all solid tumors
		PI3Kα <sup>OTHER</sup>		[Progress bar]		To be announced
	CDK2	Selective CDK2	[Progress bar]		~45K <sup>4</sup> (Patients receiving CDK4/6i)	
	Degrader EQRx™	ERα Degrader	[Progress bar]		~30-195K <sup>5</sup>	
	Undisclosed Target		[Progress bar]		To be announced	
	Tumor Agnostic	FGFR2	RLY-4008 <i>Mutant + WT</i>	Breast Cancer	[Progress bar]	
CCA + other				[Progress bar]		
SHP2 Genentech <i>A Member of the Roche Group</i>		RLY-1971/GDC-1971	[Progress bar]		~38-70K <sup>7</sup>	
GD	Genetic diseases	2 programs	[Progress bar]		To be announced	
			[Progress bar]		To be announced	

Note: Unless otherwise indicated, patient #s refer to total annual number of US patients with late-line cancers compared to comprehensive annual incidence that may be amenable to treatment with our programs

1. As of August 2022. 2. Unless otherwise indicated, all breast cancer patient numbers refer to HR+/HER2- breast cancer tumors 3. RLY-2608 covers H1047X, E542X, E545X hot spots 4. ~45k HR+/HER2- breast cancer patients expected to receive CDK 4/6 inhibitors in adjuvant setting, first-line setting, and second-line setting in 2023, per Decision Resources Breast Cancer Market Forecast, report dated February 2022 5. HR+/HER2- US late-line breast cancer patients compared to HR+/HER2- US incident breast cancer patients 6. FGFR2 altered late-line solid tumors compared to comprehensive annual FGFR2 altered incident solid tumors 7. SHP2 combo only includes KRAS G12C in lung and CRC, EGFR mutations in lung, and ALK fusions in lung.

## Our Values

### Relentlessness

Sustained urgency because patients can't wait.

### Candor

Openness through respect, listening and speaking up.

### Fearlessness

Pursuing transformative medicines by pushing the limits of drug discovery.

### Craftsmanship

Our best work, with passion, pride and excellence.

### Humanity

Accomplishing great things through generosity, enthusiasm and collaboration.

## Our Company

>8

total programs (3 clinical and more than 5 others in pipeline)

3

clinical-stage programs in first-in-human clinical trials as of year-end 2021

**RLY-1971:** Phase 1 clinical trial initiated in Q1 2020 with target enrollment of 70  
In July 2021, Genentech, our collaboration partner, initiated the cohort of RLY-1971 in combination with GDC-6036, an inhibitor of KRAS G12C, in a Phase 1b trial.

**RLY-4008:** First-in-human clinical trial (RLY-4008-101) initiated in Q3 2020

**RLY-2608:** First-in-human clinical trial (RLY-2608-101) initiated in Q4 2021

245

employees (FTE)

46,631

sq. ft. office and laboratory space in Cambridge, Massachusetts<sup>8</sup>

<sup>8</sup>Scope includes our 399 Binney Street location. In 2021, we began leasing a second building that we do not intend to occupy until mid-2022. While we are not including performance data for that space in this report, we plan to include that data in subsequent reports, at which time we will re-establish our baselines to reflect this expansion.

## Our ESG Approach

We strive to have a positive impact on the world in all that we do.

Relay Therapeutics is relentlessly focused on improving the lives of patients. While developing medicines to address unmet medical needs is at the core of our focus, we also strive to have a positive impact on all our stakeholders – patients, employees, stockholders, our community and vendors – as we work toward our mission.

Relay Therapeutics' management is committed to executing various ESG initiatives across our organization and strategy early in our development to guide our future efforts.



## Governance

We believe that ESG oversight is most effective at the Board of Directors level. As such, our Nominating and Corporate Governance Committee and our Audit Committee oversee our ESG initiatives, strategy and disclosure, and along with the full Board of Directors, receive quarterly updates on our efforts. Relay Therapeutics also formed a cross-functional ESG Working Team to drive our thinking, progress and the overall ESG disclosure process.



## Aspiring to Leadership

We aspire to be an industry-leading biotech company and to hold true to our company value of accomplishing great things for humanity. We believe that excelling in ESG performance is not only an integral element of this aspiration but will also help us achieve these goals. As we continue to establish foundational ESG practices, we are being thoughtful about embedding the elements of ESG management into what we do and how we do it. While we are pleased with our early steps, we fully recognize that this is a long journey on which we have embarked.



## Setting Our Priorities

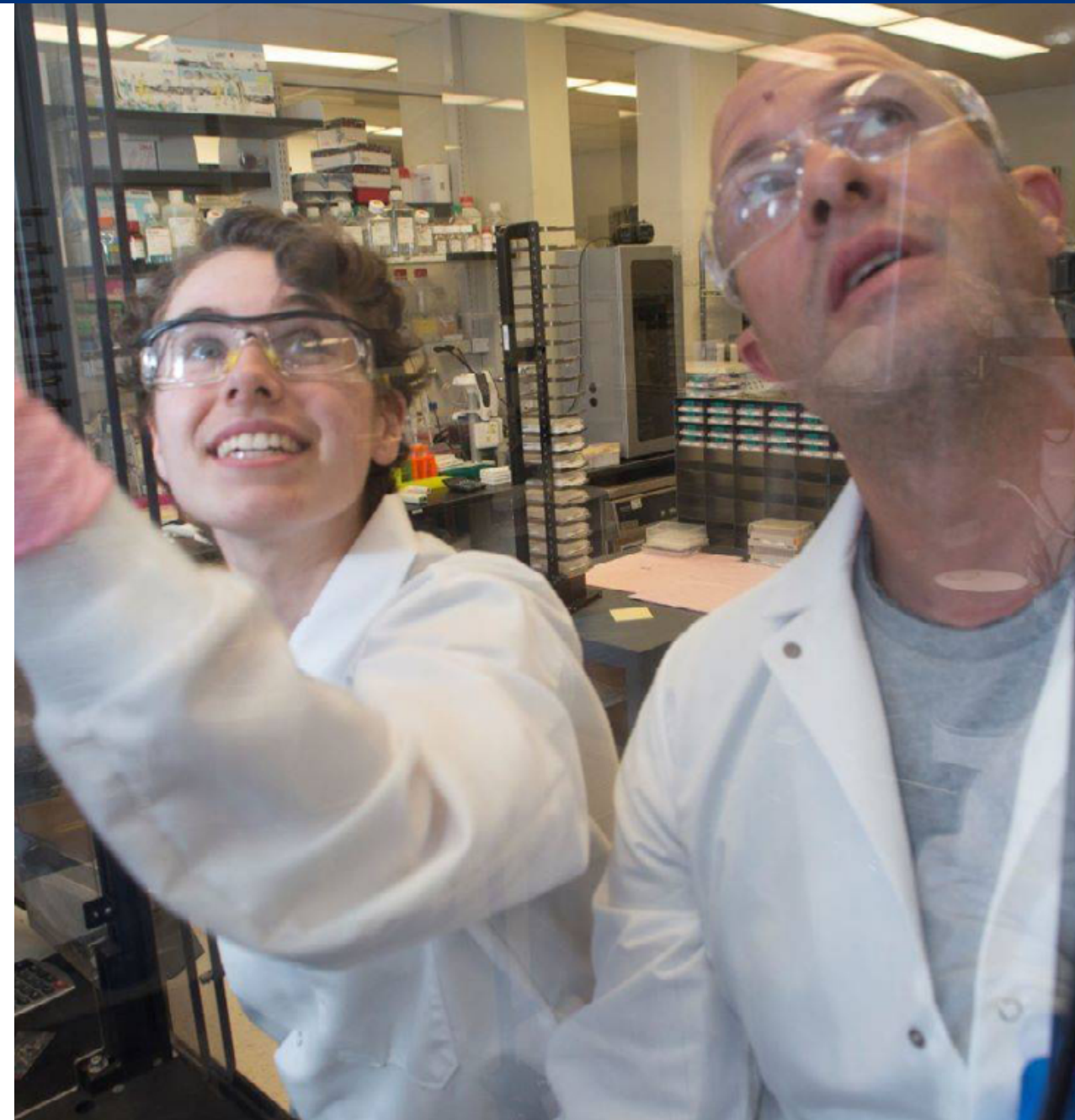
We recognize the value of focusing our efforts where they can create the most impact. As an initial step in our ESG journey, we identified the ESG issues that we consider to be most relevant to our organization. In developing this list, we studied leading ESG and sustainability reporting frameworks and organizations, including the Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals (UN SDGs). In addition, we benchmarked our ESG performance and the disclosures of our peers and considered the needs of relevant stakeholders, including patients, employees, stockholders, our community and vendors. The findings of this research have guided Relay Therapeutics' management in setting our ESG priorities, identifying opportunities for actions and, where currently relevant, determining the content of this disclosure.

## United Nations Sustainable Development Goals

We can help address the most pressing problems facing our world today.

We believe that Relay Therapeutics has the opportunity and ability to contribute to achievement of the UN SDGs as part of our core mission to improve the lives of patients. And in doing so, we also advance the welfare of all our stakeholders. Launched in 2015, these 17 goals have catalyzed governments and business by providing structure and targets for united action to make measurable progress to end poverty, ensure prosperity of all people and protect the planet.

As a first step in supporting the achievement of the UN SDGs, we have identified and aligned our efforts to those goals where we believe we, as a company, can have the greatest impact. In making this determination, we focused on the UN SDGs most strongly connected to our ESG efforts. We plan to build on this by identifying specific ways in which we can make tangible progress toward these goals within our business strategy.







We aspire to improve the lives of patients by developing novel therapies for some of the hardest-to-treat diseases where patients often do not have sufficient treatment options, while supporting and investing in our broader community in the Greater Cambridge and Boston area.



We are committed to advancing women in the workplace, especially by elevating women to leadership positions within our company and providing flexibility and equitable benefits to all.



We believe our people are our greatest assets. We are committed to investing in their financial well-being and professional development through competitive salary and benefits, formal leadership training, workshops and access to specialized career programming.



Innovation is core to Relay Therapeutics' business model as we pioneer a new way of developing medicines for patients by integrating computational and experimental techniques. To maximize our infrastructure during a time of major growth, we have instituted a hybrid working model that allows employees to determine the frequency with which they come onsite and relies on technology and innovative space design to maximize the number of employees we can accommodate onsite any given day.



We are committed to providing an inclusive, diverse and equitable environment for all employees, and increasing representation of underrepresented populations at our company, particularly in leadership roles. We are deliberate about recruiting diverse candidates and creating an inclusive and collaborative culture that welcomes our differences and creates a safe space to have open conversations about perceived inequalities or injustices.



We are committed to the responsible management of hazardous and lab waste and have various initiatives to foster a more sustainable office and lab environment by reducing energy and water use.



We maintain a culture of compliance to ensure that all employees act ethically and legally in their business decisions and day-to-day duties. 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.

# Patients

Committed to **PATIENTS** with  
humanity and scientific rigor

We are dedicated to helping patients, their families and  
healthcare providers navigate the clinical trial process  
safely and confidently.





## Commitment to Patients

We strive to bring life-changing medicines to patients with the hardest-to-treat diseases.

Our highest priority is safeguarding the health and privacy of the patients who receive our investigational treatments. Based on Relay Therapeutics' current stage, this occurs through their participation in one of our clinical trials. From the initial concept through delivery to patients, we align our activities to deliver fair, equitable and ethical treatment for each participant.

### **RIGHT FROM THE START**

While Relay Therapeutics is a young organization, we are committed to doing things right from the start. As a clinical-stage precision medicine company, our people are actively working to pioneer innovative treatments. Since our formation in 2016, our scientists and researchers have been focused on discovering potential new treatments. We are advancing a pipeline of several product candidates, some of which are currently in clinical trials.



#### OUR RESEARCH PIPELINE

As Relay Therapeutics advances our pipeline, we currently have three active clinical trials underway.

We are pleased to report that, as of the date of this report, all of our clinical trials are proceeding as planned, and none have been terminated by regulatory oversight bodies for any reason. We believe that this positive outcome reflects our adherence to the highest standards of conduct.

## RLY-1971-101

A first-in-human clinical trial of RLY-1971 in participants with advanced or metastatic solid tumors.

This was our first Phase 1 clinical trial, which we began in the first quarter of 2020 with target enrollment of 70. In April 2021 we transitioned clinical operations of this program, including the Investigational New Drug application, to Genentech. Relay Therapeutics will complete the Phase 1a trial, RLY-1971-101, and Genentech will conduct all subsequent clinical trials of RLY-1971.

## RLY-4008-101

A first-in-human clinical trial investigating the safety and efficacy of RLY-4008 in participants who have FGFR2 alterations in advanced solid tumors.

This clinical trial initiated in the third quarter of 2020; the dose expansion portion of the clinical trial commenced in December 2021.

## RLY-2608-101

A first-in-human clinical trial investigating the safety and efficacy of RLY-2608 (as a single agent and in combination with fulvestrant) in participants who have PI3K $\alpha$  alterations in solid tumors.

In December 2021, we dosed the first patient in this first-in-human clinical trial for RLY-2608.





Because clinical trials are the phase during which emerging therapies are first introduced to participants, this is where Relay Therapeutics can currently have the greatest impact on patient welfare. During this phase, we protect participants through:

- Clinical trial safety - ensuring that our clinical trials are conducted with rigor and adherence to global best practices for a safe, reliable process
- Product quality - adhering to the highest levels of manufacturing
- Supply chain integrity - carefully selecting and managing vendors and partners

Across clinical trials and product development, we utilize the globally accepted good practices – or GxP – system of quality regulations and guidelines for life sciences organizations. We expect our own organization and every vendor we engage with to fully comply with the requirements of the relevant GxP, from Good Laboratory Practice (GLP) and Good Manufacturing Practice (GMP) to Good Clinical Practice (GCP) and Good Pharmacovigilance Practice (GVP), among others.

Relay Therapeutics recognizes the financial burden clinical trial participation can have on participants and their families. To ease this burden, we offer travel support for participants, including coverage

of lodging, transportation and certain other travel expenses, where permissible.

#### **EXPANDED ACCESS PROGRAM**

Our goal is to provide access to our investigational therapies when it is appropriate for patients. Given the early stage of our development programs, we believe that participation in one of our clinical trials is the most appropriate way to access our investigational therapies and thus are not currently making them available through an expanded access program. However, we intend to continue to assess this approach and consider relevant factors such as accessibility, affordability, availability across markets and convenience for patients.

[Learn more](#) →

## Clinical Trial Safety

Our research activities are designed to gain insights while helping trial participants.

To protect participants during clinical trials, we follow globally accepted best practices for clinical research. In addition, we are committed to fully adhering to the applicable laws, regulations and guidelines in all jurisdictions in which we operate clinical trials and to do so in an ethical manner.

### 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. The ICH Guidelines are used worldwide to support the efficient development of safe, effective high-quality medicines. All protocols are approved by relevant national and local bodies and their governing ethics committees.

Given our size, our company utilizes industry recognized contract research organizations (CROs) to support and execute our clinical trial efforts. These organizations augment our team in managing our complex clinical trials on a global scale and are also expected to adhere to ICH/GCP principles for clinical trials.

We believe that our use of CROs helps ensure safe, ethical trials by promoting high-quality biomedical research and improving efficiency. With their specialized expertise and global presence, CROs can help ensure the safety of research participants and the integrity of clinical trial data. Presently, we do not have a preferred provider relationship with any CROs. Before engaging with any CRO, we conduct a request for proposal process and selected CROs also undergo vendor qualification. See [Vendor Selection and Oversight](#) and [Supply Chain Integrity](#) sections for additional detail on our vendor qualification process.

### PATIENT RIGHTS AND PRIVACY

At each step of our interactions with patients, we respect their rights and privacy. All participants undergo thorough informed consent processes ahead of participating in any clinical trial procedures. The clinical trial site staff ensures that each clinical trial participant is provided with adequate information to understand the purpose of the clinical trial and make a fully informed decision regarding their involvement. They are briefed on topics such as the treatment regimen and their rights as a patient and given adequate opportunity to ask questions. Participants are also told their health information will be protected under the clinical trial. If the potential risk/benefit changes over the course of a clinical trial, the informed consent is updated accordingly.







## Product Quality and Safety

Quality is at the heart of our company's relentless pursuit of bringing life-changing therapies to patients.

### ***From our Quality Mission Statement***

**At Relay Therapeutics, we focus on product quality, patient safety, data integrity and regulatory compliance with the aim of accelerating the development of medicines that will make a transformative difference in patients' lives. Our fearless team is dedicated to overseeing and delivering the highest quality work conducted within the walls of Relay Therapeutics and across our global network of vendors and partners.**

Relay Therapeutics' management is committed to maintaining a quality-focused culture with resources, systems and processes that enable our teams to accomplish our mission. Guided by our Quality Mission Statement, our Quality Assurance and Patient Safety and Risk Management groups provide oversight of Relay Therapeutics' product quality and safety assurance activities. Each of our employees is accountable for the quality of their work and encouraged to question and challenge the status quo. This empowers them to make meaningful contributions to continually improving quality across our organization.

#### **EMPLOYEE QUALITY TRAINING**

Delivering safe, quality product candidates is a shared responsibility. Our scientists are on the front lines of ensuring the quality and safety of our product candidates from the earliest point of development. Our employees undergo annual GxP training in addition to mandatory review of function-specific Quality System documents aligned with their role. Training is provided on an annual basis to employees responsible for overseeing GxP activities for Relay Therapeutics.

“At Relay Therapeutics, our commitment to quality is established at every level of the company with the support of Relay Therapeutics' management. Our Quality Assurance team is building a fit-for-purpose Quality Management System which spans nonclinical research, manufacturing and clinical development. With patient safety as our primary driver, we aim to create an agile Quality Management System enabling us to accelerate the development of medicines that will make a transformative difference in patients' lives.”

—Bob Buckley, Senior Director, Quality Assurance

#### VENDOR SELECTION AND OVERSIGHT

To extend our capacity, we outsource all GxP activities, including lab, manufacturing and testing activities, to qualified and approved vendors. Our Quality Assurance team collaborates with Relay Therapeutics' functional and technical experts on vendor evaluation and selection. Elements of the evaluation include quality audits, supplier management assessments and financial stability assessments, where feasible. When evaluating these partners, we focus on their business ethics as well as their capability and capacity to deliver the service to be provided.

When we select external manufacturing partners, we choose manufacturers who have strong international regulatory authority inspection history and have appropriate manufacturing authorization certificates based on the country(ies) in which they are located. We expect all clinical manufacturing facilities that produce our product candidates to comply with local regulations.

Relay Therapeutics relies on third-party vendors for GxP testing activities and maintains oversight of testing and data generated for compliance, where applicable. The vendors' independent quality control/quality assurance units are responsible for oversight of the work and review data generated. In addition,

functional experts from Relay Therapeutics carry out secondary technical review of data and our Quality Assurance team performs the final disposition after their review.

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







## Supply Chain Integrity

We hold our business partners to high standards to protect our patients.

Our Quality Assurance team, working with relevant functional area experts, is responsible for ensuring the integrity of our supply chain. They ensure that we partner with suppliers who share our commitment to integrity and quality. The team also utilizes a system of procedures and technologies to provide visibility across our supply chain and manage vendor performance. As a clinical-stage company, we rely on a network of vendors including CROs, auditors and product testing firms. We cultivate trusted relationships with our vendors so that we can have confidence that they will deliver superior service to clinical sites and patients.

We utilize an audit process to verify the qualifications of potential new vendors and performance of existing vendors. Vendors are selected based on their ability to meet specified technical, quality and regulatory requirements and are vetted as part of our Vendor Assessment Standard Operating Procedure (SOP). Vendors who successfully undergo our assessment

process are added to an Approved Supplier List maintained by our Quality Assurance team. We monitor our vendors' performance to ensure that there are no concerns over quality, performance or safety. If we identify a quality risk through a vendor audit, we notify the supplier and require it to resolve the issue within a mutually agreeable timeframe.

In early 2022, Relay Therapeutics joined the Rx-360 International Pharmaceutical Supply Chain Consortium, a nonprofit organization that addresses pharmaceutical and medical device supply chain security. Participation in the Rx-360 Joint Audit Program, which provides audit results for specified vendors in real time, may provide a number of future benefits such as enhancing audit function efficiency and improving audit quality to the extent our vendors are included in the audit program.



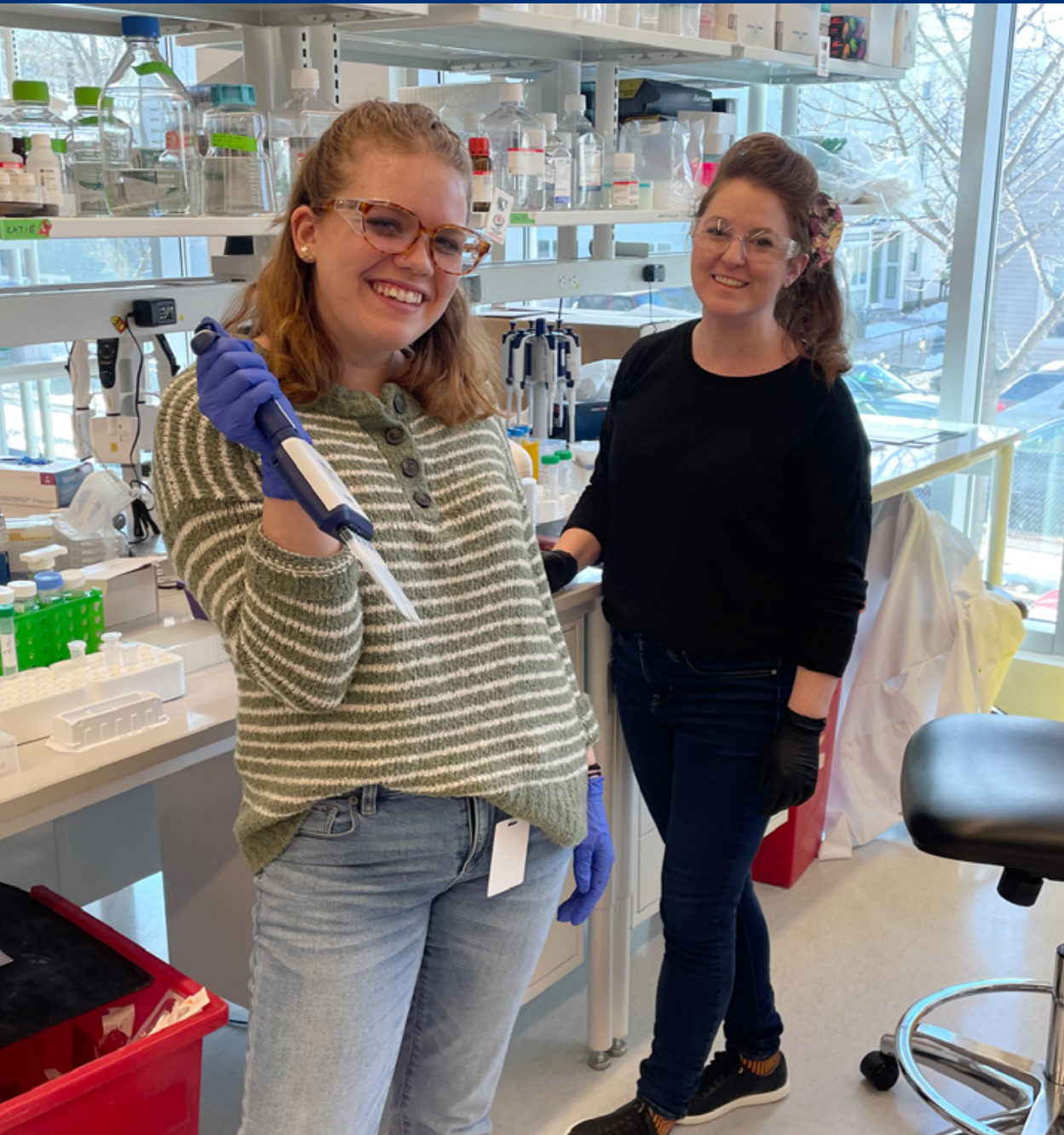
# People

We believe our **PEOPLE** are our greatest assets

Our people give their best work with passion, pride and excellence.







## Employee Recruitment and Onboarding

Our inclusive and quirky culture is a driving factor in why people join Relay Therapeutics.

We are deeply committed to working relentlessly to develop innovative medicines for patients who need them, and we seek out exceptional people to join us on our mission. When people join us, we integrate them quickly and seamlessly into our tight-knit culture.

### ATTRACTING TALENTED PEOPLE

As Relay Therapeutics grows and hiring keeps pace, we remain committed to recruiting new people who complement our existing teams. To achieve our mission of solving meaningful problems, we recruit diverse top talent from a range of backgrounds, industries and experiences.

In 2021, we continued to leverage an individualized virtual recruiting process coupled with a superior candidate experience:

- 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, learning and development opportunities and additional new joiner videos previewing their onboarding experience.



Despite constraints of the remote work environment and adjustments to our recruiting process, Relay Therapeutics' workforce grew from 148 to 245 employees over the course of 2021.



99%

New hire respondents rated our recruitment and selection process as professionally conducted<sup>1</sup>



99%

Employee respondents agreed that they "made the right decision to join Relay Therapeutics"<sup>1</sup>



+97

New employees resulting in a 65% increase in workforce

<sup>1</sup>Based on respondents to survey conducted 30 days after hiring in 2021



#### WELCOMING NEW JOINERS

When it comes to onboarding, we strive to make all new joiners feel welcomed and help them develop a sense of belonging, whether a new hire is joining us from a different industry, is a recently minted PhD or is coming from a fellow biotech in the neighborhood.

Our personalized onboarding experience includes:

- An onboarding cohort
- Meet-and-greets with senior leaders
- Relay Therapeutics Buddy
- All-access R&D pass with sessions on our platform and pipeline
- Lunch with our CEO
- How to Get Stuff Done sessions with IT, Finance and Operations

We survey all new joiners at 30 and 90 days to get direct feedback on our recruiting and onboarding processes. As our company continues to grow and hiring keeps pace, overall feedback on these core processes remains positive, with new joiners overwhelmingly indicating that our recruitment and selection process is professionally conducted. Survey results show that new hires were equally positive about their decision to join our company. These surveys, coupled with our hands-on and

personalized onboarding program, are critical to gathering feedback necessary to ensure the candidate and new hire experience is best-in-class.

“The onboarding process was as flawless as could have been, regardless of the pandemic. I was able to jump right in on Day 1, and I have had no second thoughts about joining Relay.”

—Carl Harkness, Legal Operations Manager

# Employee Engagement and Retention

We are committed to providing a welcoming, collaborative work environment in which people can thrive.

Our people are united by our sense of purpose and the opportunity to make a difference. We respect those motivations and intentionally create a culture that encourages people to pursue their passion.

Throughout an employee's time with us, we expect and offer opportunities for them to exemplify **relentlessness, candor, fearlessness, craftsmanship and humanity**. Exceptional people come to work for us, and we seek to satisfy their aspirations by offering an exceptional work environment.

We believe that it is important to listen to our employees and understand their concerns. Thus, we use both formal and informal methods for gathering input. In addition to frequent manager/employee check-ins regarding remote work, we conducted two major surveys of all employees during 2021.

- **Future of Work Survey** – This tool gave employees the opportunity to describe our company culture, how they have seen it in action and how they would like to see it change as Relay Therapeutics continues to grow.
- **Employee Engagement Survey** – Conducted as a follow-up to the Future of Work survey, this provided employees the opportunity to share feedback in more detail.

Survey responses and findings were presented to management to inform the development of 2022 goals. The findings also informed decisions regarding onsite work, onboarding practices, collaboration technology and employee engagement events such as all-company meetings and the summer and year-end offsite. In 2022, we will evolve our employee listening strategy from an annual survey to quarterly pulse checks in order to create a feedback-to-action loop, respond in a more timely fashion, celebrate team milestones and continue to leverage our strengths.



During September to November of 2021, on average, **over 85% of employees** worked onsite at least once a week.<sup>2</sup>

## Creating Community During COVID-19

Throughout 2021, we enabled our workforce to work remotely and maintain a flexible schedule wherever possible. Rather than mandate that our employees return to work, we have implemented a voluntary hybrid model, offering employees the option, and we were intentional about creating opportunities for employee engagement, both virtual and onsite.

Finding opportunities for everyone to safely come together was a priority. Over the summer we hosted all employees at an outdoor gathering with the primary objective of letting everyone get reacquainted, or to meet in-person for the first time, in a casual setting after months of working remotely. We followed this up with a November all-company meeting

with a full day of brainstorming, team building, problem-solving and fun.

We also created a number of optional sessions throughout the year where employees could learn more about what was happening across the company and engage with their colleagues (e.g., office hours, lunch and learns, mystery lunches and chat shows).

Desk locations are no longer assigned, and most employees who now work onsite use an app to select their desk location before coming to the office. We regularly offer group lunches a few times a week. Our employees welcome these opportunities and on many days, our office is close to full capacity as employees gather for work in the office and lab.

<sup>2</sup>For illustrative purposes, data is based on the non-holiday work weeks starting on September 12, 2021 and ending November 19, 2021.





### **INFORMED AND ENGAGED**

Keeping employees informed about company strategy, objectives and progress is vital to maintaining an informed and engaged workforce. We continue to convene our employees to discuss corporate initiatives, share scientific breakthroughs, recognize new joiners and celebrate each other's contributions and accomplishments. These company-wide events are vital in developing cohesion, nurturing our culture and keeping employees united on our shared values and purpose.

One measure of a successful culture is its ability to retain talented and skilled employees. Despite the tight labor market and density of Cambridge biotechnology firms, our company turnover rate remains lower than the industry average as of year-end 2021.



## Training and Development

In a challenging, changing industry, we're constantly advancing the skills of our people.

As our workforce grows, we are focused on developing our employees. We are committed to investing in their professional development through competitive salary and benefits, formal leadership training, workshops and access to specialized career programming. In 2021, we continued to offer a wide range of learning and development opportunities and resources including:

- **Workshops** – We developed a curriculum of professional development workshops for all employees. These sessions covered Driving Productive Conversations, Building Presentation Skills, Influence without Authority, and Delivering and Receiving Feedback.
- **Facilitated discussions** – We conducted a series of facilitated discussions using the Insight Coaching model to help teams maintain respectful, productive and positive working relationships, even across virtual boundaries.

- **Specialized career development** – All employees have access to a dedicated career coach and tuition reimbursement to support their continuous development. We have also created a dedicated channel for our employees to share publications on cutting-edge research, which has prompted company-wide journal club meetings that allow everyone to stay at the forefront of the industry.

We evolved our performance management from an annual process to quarterly check-ins. This more agile approach to development conversations supports employee success through reflection, timely feedback and planning, creating a mechanism for just-in-time coaching. Quarterly check-ins also support ongoing coaching conversations, which are critical to maintaining employee engagement amid the shift to remote work. Prior to rolling out the new process, manager training was provided across all functions, and all employees are invited to ongoing quarterly information sessions.

### ENHANCING LEADERSHIP SKILLS

Senior leaders are enrolled in the Adaptive Leadership Program, a year-long extended development curriculum composed of workshops, classroom sessions, coaching and case studies. These sessions cover the breadth of leader capabilities, including leading inclusively and managing teams in a hybrid working environment. The curriculum design and sessions provide the space and time for leaders to build relationships with one another and collaborate by working through case studies and leader best practices.

We conduct periodic talent reviews to identify high-performing and high-potential talent within the organization. This exercise is used to inform specific development opportunities for current and future leaders, create custom leadership training and drive meaningful development conversations.



## Benefits

We invest in the well-being of our people so they can be at their best.

Our people invest their passion and effort in our mission, and we invest in their well-being today and in the future. We provide what we consider to be a competitive mix of long- and short-term incentives including competitive salaries, incentive compensation, 100% participation in our equity programs and access to a financial advisor. All employees are offered robust health, dental and vision insurance benefits, pet insurance, and personal health and wellness programs including fitness and Blue Bikes membership discounts. To promote financial well-being, we offer flexible spending accounts, life, AD&D and disability insurance, and 401(k) retirement savings.

For more details on our comprehensive package of benefits, please refer to our [Careers](#) page or our [2022 Benefit Highlights](#).

### FAMILY BUILDING SUPPORT

Starting in 2022, our employees have access to inclusive family planning benefits which include enhanced fertility coverage and support during every stage of the family building journey, including fertility treatment, adoption and surrogacy. When it comes to bonding time for new parents, Relay Therapeutics currently provides 100% paid parental leave of 16 weeks for the birth, adoption or placement of a new child. We also commenced offering employees an annual supply of diapers in 2022.

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**16 weeks paid parental leave in 2022**



## Making Work Easier

We offer programs and benefits that facilitate personal productivity, affordable and environmentally responsible commuting, and time to rest and recharge.

- We enable our workforce to work remotely and maintain a flexible schedule wherever possible, which is why we provide a home office equipment reimbursement.
- When employees do come into our Cambridge, Massachusetts office, Relay Therapeutics makes the commute easier by covering the cost to get to

work each day by funding parking, MBTA and Commuter Rail rides and providing access to bike storage along with annual allowance for bike tune-ups.

- Finding time away from work for employees to focus on their well-being and the well-being of friends and family is more important than ever. All full-time employees are eligible to participate in our "Take It As You Need It" vacation program, which allows employees to take time away from work when they need it and in the amount they need.





## Diversity, Equity, Belonging and Inclusion

The synergy of differing viewpoints and backgrounds fuels our ability to innovate and prosper.

### OUR APPROACH

We are committed to providing an inclusive, diverse and equitable environment for all employees, and increasing representation of underrepresented populations at our company, particularly in leadership roles. We are deliberate about recruiting diverse candidates and creating an inclusive and collaborative culture that welcomes our differences and creates a safe space to have open conversations about perceived inequalities or injustices.

### RECRUITING AND ADVANCING DIVERSE TALENT

We deploy several efforts to recruit diverse talent, including targeted sourcing and partnering with agencies that have a track record and commitment to diverse hiring. We provide ongoing training to

hiring managers and utilize standardized candidate evaluation tools to ensure assessments are consistent, objective, clearly tied to the requirements of the role and supported by data. Diverse representation with respect to race and gender is reflected in our interview panels.

Research shows, and we believe, that a diverse and inclusive organization is more innovative and higher performing. We are committed to increasing representation of underrepresented populations at our company, particularly in leadership roles.

### A CULTURE OF BELONGING

Relay Therapeutics is committed to creating an environment where diverse perspectives and backgrounds are welcomed. Our goal is for all

employees, from those who have been with us from the start to people who have joined from a different industry, to feel a sense of belonging.

Our Diversity, Equity, Belonging and Inclusion (DEBI) Council leads our efforts to create a diverse and equitable workplace. This team of employees from various functions and positions provides strategic guidance with the support of the Chief Operating Officer, R&D, the Chief Administrative Officer, the Chief People Officer, the Executive Sponsors of the Council and an operating budget to fund initiatives related to diversity, equity and inclusion. The DEBI mission is to strive toward a culture of engagement and belonging in which our diversity of perspectives drives innovation and fosters humanity for all our employees, patients and communities. Our focus areas include Development and Education, Community Engagement, Talent Acquisition and Retention, and Enriching Relay Therapeutics' Culture. We deepened our commitment to diversity, equity, belonging and inclusion during 2021 as we:

- Delivered programming focused on unconscious bias, race awareness and bystander intervention specifically in response to violence against the Asian American and Pacific Islander community
- Hosted several volunteer and fundraising engagements, including raising over \$10,000 for the Boston Alliance of Gay, Lesbian, Bisexual and

Transgender Youth (BAGLY) and donating home-starting baskets to emergency shelter residents

- Launched Pride at Relay Therapeutics, Inc. (PaRTi), the first Relay Resource Group, which supports our LGBTQ+ employees and allies

Building on this progress, in 2022 we will:

- Launch a women's employee resource group
- Create a Relay Resource Group leadership council and appoint a designated executive advisor for each Relay Resource Group

**MEASURING OUR PROGRESS**

We recognize the underrepresentation of women and people of color in the biotech industry and are committed to making progress on diversity, equity, belonging and inclusion within our own ranks. A recent study<sup>3</sup> found that just 15% of the Massachusetts biopharma workforce was Black, Latino or Native American, despite those groups making up 32% of the state's population as a whole. We track and share our gender and racial/ethnicity diversity data to provide transparency on our progress over time and performance relative to our industry.

**PAY EQUITY**

Relay Therapeutics fully embraces the principle of equal pay for equal work. We are committed to pay equity in principle and in practice as it helps us attract and retain the talented professionals that drive our innovation. For us, pay equity means compensating employees the same way for the same work, regardless of race, gender or other status. We prioritize pay equity as part of our normal course of due diligence. Relay Therapeutics regularly conducts gender pay gap analyses and the most recent analysis showed no evidence of gender discrepancy in base pay. We analyze new hire offers and existing employee promotions to ensure internal pay equity while maintaining competitiveness with the external job market. To ensure that we continue to achieve pay equity, we plan to conduct regular pay equity analyses that will be performed by external consultants.

**GENDER REPRESENTATION**

44%

of employees are women

18%

of senior leaders (vice president level and above) are women

3 of 7

Members of our Board of Directors are women

**RACIAL/ETHNIC DIVERSITY REPRESENTATION**

28%

of employees identify as being racially and/or ethnically diverse

14%

of senior leaders identify as being racially and/or ethnically diverse

2 of 7

Members of our Board of Directors identify as being racially and/or ethnically diverse

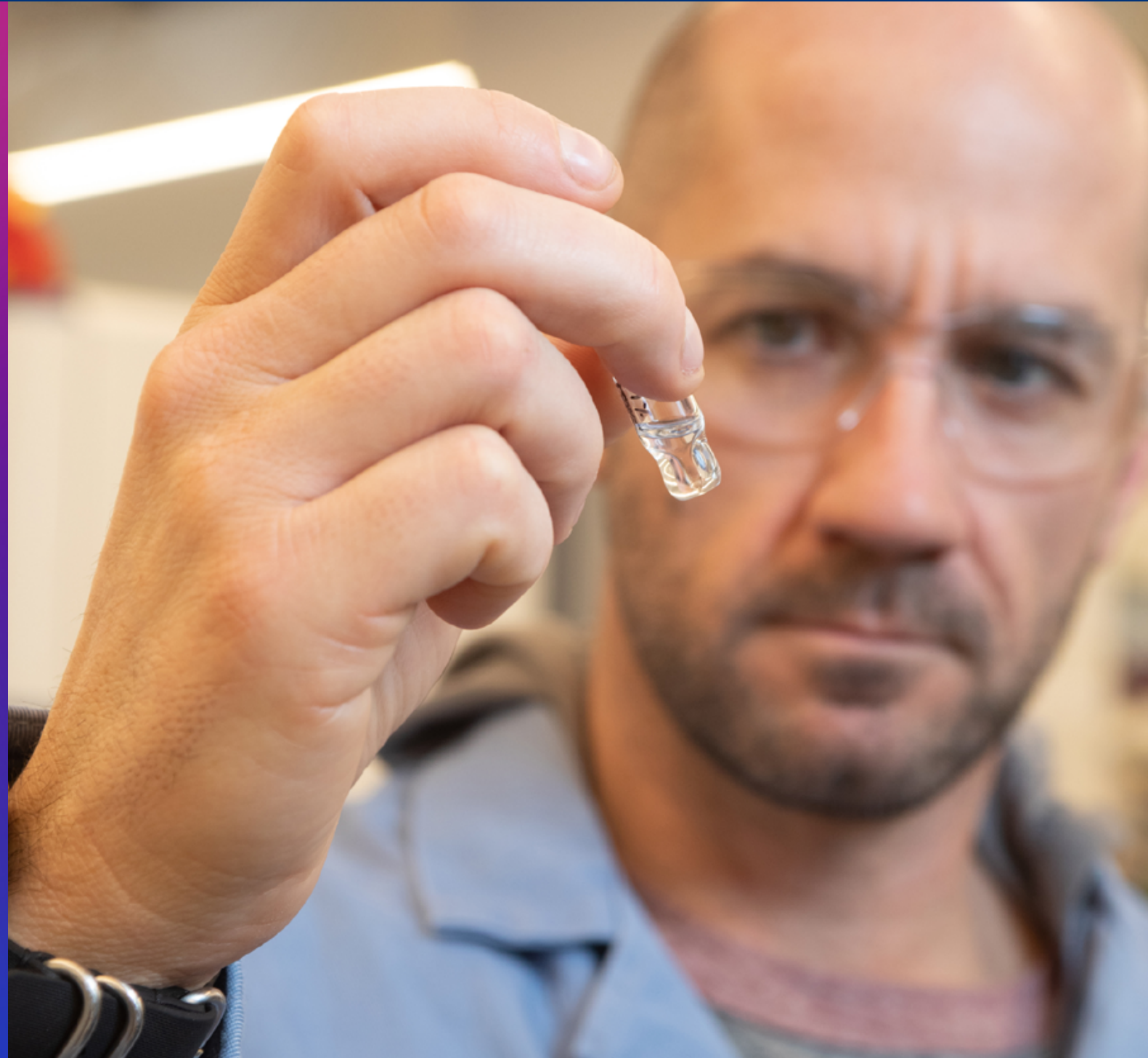
<sup>3</sup>State of Racial, Ethnic & Gender Diversity, Nov. 2021, MassBio



# Environment, Health and Safety

Protecting the **ENVIRONMENT**,  
**HEALTH** and **SAFETY**

As a company devoted to healing, we strive to protect people and the planet we share.







## Our EHS Initiatives

We hold all aspects of our operations to high standards of performance.

We are committed to promoting employee health, creating a safe workplace and protecting the environment. We recognize the importance of operating in line with established guidelines to achieve outcomes on these important issues and are guided by relevant policies, procedures and training.

To formalize and expand our existing efforts, we have adopted an [Environment, Health and Safety \(EHS\) Policy](#). As a governing policy, this document demonstrates our management's commitment, articulates our values and drives sustainable decision-making. Policy implementation is led by the Relay Therapeutics Lab and Facilities Operations team in partnership with our consultants at Triumvirate Environmental Services. Relay Therapeutics' Board of Directors and management provide the oversight and resources needed to accomplish the objectives of this policy.

### OUR SCOPE OF INFLUENCE

As a tenant in leased office and laboratory space, our environmental management practices are

shaped by those factors over which we have control. As of year-end 2021, all of our operations, both office and laboratory activities, are located in one facility – a building that is LEED Gold certified for Core and Shell. We occupy approximately 46,600 rentable square feet of real estate, encompassing approximately 40% lab space and 60% office space.

To support our growing research and development programs, we will start occupying a second building in mid-2022. While we are not including performance data for that space in this report, we plan to include that data in subsequent reports, at which time we will re-establish our baselines to reflect this expansion.

Given that we are a single tenant in a multitenant building, it is difficult to accurately measure our greenhouse gas (GHG) emissions as of the date of this report. However, we believe that our energy use is the largest contributor to our GHG emissions, and as discussed in the [Energy](#) section that follows, we are taking steps to reduce our energy use and operate more efficiently.

## Energy

We are doing our part to address climate change by controlling our energy use.

As guided by our EHS Policy, we strive to reduce our environmental footprint, including by maintaining and continuing to develop initiatives that foster a more sustainable office and lab community. In line with this commitment, we have made it a priority to reduce our demand for energy and have established internal policies and

practices focused on reducing energy use. These practices include shutting down lab equipment prior to leaving the premises and placing timers on all office meeting room lights.

### Energy Use<sup>1</sup>

Metric	2021	2020
Total energy consumed (KWh)	2,875,294	2,719,533
Energy intensity (KWh per employee)	11,736	18,375
Energy intensity (KWh per rentable square foot)	62	58

## Water Use

Water is a precious resource, essential for our research.

Our water strategy aims to achieve sustainable water management within our operations, as well as address water-related risk. Our building is held to specific compliance standards by the Massachusetts Water Resources Authority, and we maintain an updated permit to comply with all regulations of this public authority. The LEED-certified building we occupy includes water-saving features such as water-efficient

bathroom fixtures. The building also features a green roof, which absorbs rainwater and allows it to evaporate instead of entering the public stormwater system.

To manage the quality of water discharged from our facilities, water used in our labs is collected, monitored and treated as appropriate before flowing into the Cambridge wastewater supply.

### Water Utilization<sup>2</sup>

Metric	2021	2020
Water consumption (CCF)	1,311	1,621
Water intensity (CCF per employee)	5.35	11.0

<sup>1,2</sup>Calculations are drawn from the percentage of real estate occupied by Relay Therapeutics at 399 Binney Street in its larger Alexandria Real Estate One Kendall Square campus in Cambridge, Massachusetts.



# Waste Management

We strive to manage waste responsibly to protect the health of people and our planet.

### HAZARDOUS AND LAB WASTE

Relay Therapeutics is committed to the responsible management of hazardous and lab waste. While we have followed industry best practices for handling these materials since our founding, we have recognized the need to adapt our practices as our business has grown. Specifically, we are generating more hazardous and lab waste, much of which is single-use plastics, as we pursue more investigational therapies and add research and development

personnel in our lab space. We also recognize the growing societal need to better control plastic waste and prevent it from entering the environment. To improve our management of this waste stream, we transitioned waste management partners in 2019, moving to Triumvirate Environmental, a leading supplier of environmental solutions, including those in the life sciences. We welcome their ability to help us achieve our EHS objectives and their commitment to sustainability through recycling lab plastics and regulated medical waste.

### Hazardous Waste Management<sup>3</sup>

Metric	2021	2020
Hazardous waste and lab waste (lbs.)	29,051	27,845
Hazardous waste and lab waste intensity (lbs. per employee)	119	188
Hazardous waste and lab waste recycled (lbs.)	10,702	11,245
Hazardous waste and lab waste recycled (%)	37%	40%



<sup>3</sup>Calculations are drawn from the percentage of real estate occupied by Relay Therapeutics at 399 Binney Street in its larger Alexandria Real Estate One Kendall Square campus in Cambridge, Massachusetts.





## Turning Medical Waste into Sustainable Plastic Lumber

Conducting life sciences research ultimately benefits patients, but it requires that we generate regulated medical waste. Through Triumvirate Environmental's Red2Green regulated medical waste (RMW) program, our hazardous waste is now diverted from landfills and upcycled into sustainable products. Red2Green is the only program in North America that helps RMW generators such as our company reduce their impact on the environment. RMW that would normally be 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 U.S. Environmental Protection Agency-approved sanitation process that allows the plastic waste to be upcycled into plastic lumber, turning waste into a useable, sustainable product. Triumvirate Environmental also provides employee training and awareness and has helped us build a well-managed chemical inventory system. By searching for and partnering with sustainable suppliers, we are taking responsibility for the consequences of our actions and acting in alignment with our values.

### NON-HAZARDOUS WASTE

To address all waste streams generated by our operations, in 2019 we developed a robust composting program that reduces food-related waste from our cafeteria. Through a partnership between our landlord and CERO Cooperative, Inc., this program diverts food waste from landfills and transports it to local farms where it is recycled into nutrient-rich compost products used to support the local agricultural economy.

“I’m proud to work for a company that cares to minimize its impact on the environment by regularly providing and encouraging composting and compostable products.”

—Brandi Hudson, Senior Scientist I

### Non-hazardous Waste Management<sup>4</sup>

Metric	2021	2020
Non-hazardous waste (metric tons)	22.2	26.1
Non-hazardous waste intensity (metric tons per employee)	0.09	0.18

<sup>4</sup>Calculations are drawn from the percentage of real estate occupied by Relay Therapeutics at 399 Binney Street in its larger Alexandria Real Estate One Kendall Square campus in Cambridge, Massachusetts.

## Occupational Health and Safety

The health and safety of our people is always a top priority for Relay Therapeutics.

### A CULTURE OF SAFETY AND ACCOUNTABILITY

People are our most valuable resource and our unwavering commitment to safety at work reflects that belief. The goal of our safety program is to achieve an accident- and injury-free workplace. Responsibility for achieving this goal rests with our Lab and Facilities Operations team, which leads the Relay Therapeutics Employee Safety program.

We take several steps to protect our laboratory personnel from the potential hazards associated with their work environment. Specifically, we have a series of relevant procedures and programs including an Emergency Action Plan, Chemical Hygiene Plan and Biological Safety Plans. We require that all laboratory personnel who work with laboratory chemicals receive training on these plans. We also require contractors to complete the same office and lab safety training required of full-time employees.

In addition to these fundamentals, we require job-specific safety training to equip employees with the relevant skills for their role. As part of the employee onboarding process, our Lab and Facilities Operations team partners with Triumvirate Environmental to provide this training and log attendance. We closely monitor completion on individual and aggregate levels. In 2021, our employees completed a total of 371 hours of safety-related training, for an average of 1.5 hours of safety training per employee.

### HEALTH AND SAFETY PERFORMANCE

We experienced one minor lost-time injury within our facility and achieved a total recordable incident rate of 0.5. We have robust safety measures in place to confirm that near misses are accounted for and followed up on immediately to avoid subsequent recordable accidents.





**Employee Health & Safety<sup>5</sup>**

Metric	2021	2020
Total recordable incident rate (TRIR)	0.5	0
TRIR industry average <sup>6</sup>	Not available	0.9
Lost workday case rate	0.5	0
Number of fatalities	0	0

<sup>5</sup>Occupational health and safety data represents Relay Therapeutics’ total recordable incident rate and lost workday case rate, as defined by the U.S. Occupational Safety and Health Administration (OSHA).

<sup>6</sup>TRIR industry average as calculated by the U.S. Bureau of Labor Statistics. 2021 industry average data is not available as of the time of this publication.

**COVID-19 PANDEMIC RESPONSE**

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. For example, we:

- Developed and implemented safety protocols at our facilities, taking into consideration national and local public health guidelines and input from our employees
- Rapidly redesigned our facilities
- Introduced company-sponsored, regular COVID-19 testing onsite and provided access to testing for family and household members of employees
- Supplied all employees with NIOSH-approved personal protective equipment
- Trained employees periodically on our COVID-19 guidance

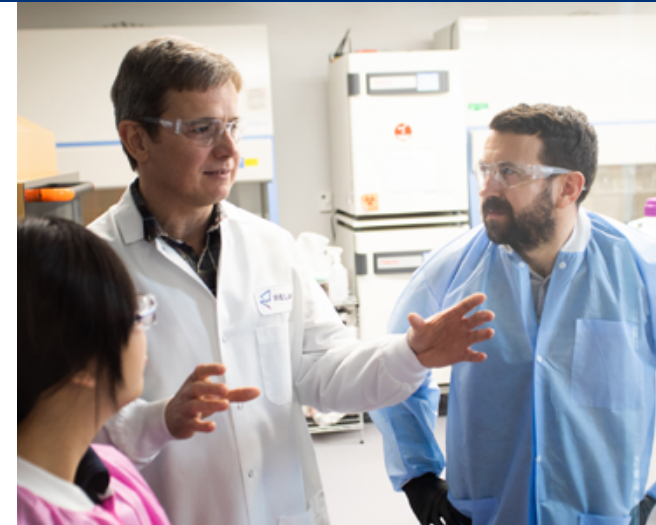
Throughout the pandemic, much of our workforce worked remotely, whenever possible. For lab personnel who continued to work onsite as they conducted experiments, we provided weekly PCR COVID-19 testing and monitored employee health status via an automated health questionnaire. In addition, we provided individually wrapped onsite lunches, supplied PPE and enacted distancing measures to ensure everyone’s safety.

To continue filling new positions to support our growth, we also implemented remote hiring and onboarding programs. This facilitated significant hiring during 2021 despite the remote work environment.

To promote employee safety, we implemented a vaccine policy requiring all Relay Therapeutics employees to be fully vaccinated against COVID-19. Almost all of our employees are vaccinated other than those qualifying for permitted exemptions. As a result of our high vaccination rate, we were able to safely bring back all employees who chose to return to our facilities throughout 2021.

“Even during the deepest and scariest parts of COVID-19, I never felt unsafe coming into the office. I had confidence that the Operations team was making smart decisions based on the latest data and genuinely wanted to keep everyone safe.”

—Kelley Shortsleeves, Scientist II, Early Research Chemistry





# Community

Connecting our corporate purpose  
to our **COMMUNITY**

We accomplish great things for humanity through  
generosity, enthusiasm and collaboration.





## Community Engagement

Relay Therapeutics invests and gives back with a mission to strengthen the places where we live and work.

Giving back to our community has been a key part of our culture from the beginning. We believe that we have a responsibility to improve not only the lives of the patients we are trying to treat, but also the broader communities we touch. We are committed to making a difference for our stakeholders, a group that will grow and diversify as we mature. To date, our focus has been on three key stakeholder groups:

### OUR CURRENT AND FUTURE PATIENTS, WITHIN OUR FOCUS AREAS IN ONCOLOGY AND GENETIC DISEASES



### OUR COMMUNITY IN CAMBRIDGE AND THE BROADER BOSTON AREA



### THE NEXT GENERATION OF SCIENTISTS AND STEM EDUCATION





Many of our philanthropic efforts are driven by our employees, and we have worked to amplify those grassroots initiatives at a corporate level by donating our time and resources. As we grow and evolve, we hope our impact will as well. While we are working to establish a more formal oversight structure, grassroots efforts and employee passion will remain a mainstay of our community engagement processes. We intend to stay committed to initiatives that are closest to us – connecting to our corporate purpose and our local community.

Prior to the disruption precipitated by the COVID-19 pandemic, Relay Therapeutics employees engaged in an array of community service activities. While many of the in-person activities were put on hold in order to ensure the welfare and safety of our employees and the community, our employees continued to support our communities through donations and fundraising. As we emerge in the post-COVID-19 world, we will evaluate what remains feasible and intend to identify new ways to give back to our communities.

#### **OUR CURRENT AND FUTURE PATIENTS, WITHIN OUR FOCUS AREAS IN ONCOLOGY AND GENETIC DISEASES**

As a precision medicine company, we're focused on developing new approaches for patients with the hardest-to-treat forms of cancers and genetic diseases. For the past three years, a group of Relay Therapeutics employees has participated in the annual American Cancer Society Bicycles Battling

Cancer ride. These employees raised funds to help the American Cancer Society save lives, while also honoring cancer survivors and spreading the word about reducing cancer risk. In 2021, the Relay Therapeutics team raised approximately \$30,000 for the American Cancer Society. We plan to continue our involvement, looking to grow our fundraising team and impact.

#### **OUR COMMUNITY IN CAMBRIDGE AND THE BROADER BOSTON AREA**

Through philanthropy and volunteer service, Relay Therapeutics employees, with corporate support, use their time and talents to strengthen organizations in the communities where we live and work.

- To assist residents in the Cambridge/Boston area, we donated \$15,000 to the Cambridge COVID-19 Emergency Fund at the Cambridge Community Foundation. These funds supported nonprofit organizations leading relief and recovery efforts during the pandemic by meeting pressing needs such as shelter, food, emergency childcare and more.
- Our people supported BAGLY (The Boston Alliance of Gay, Lesbian, Bisexual and Transgender Youth) through a company-wide fundraising event during Pride Month for the past three years. In 2021, we raised approximately \$10,000 for BAGLY. The event also raised awareness about this youth-

led, adult-supported social support organization, which is committed to social justice and creating, sustaining and advocating for programs, policies and services for the LGBTQ+ youth community.

- We organized a community service event for the Pine Street Inn, the largest homeless services provider in New England. We donated supplies and held an internal event to make dozens of baskets for people transitioning to one of its shelters.

#### **THE NEXT GENERATION OF SCIENTISTS AND STEM EDUCATION**

Relay Therapeutics employees have also looked for opportunities to inspire young people who are the future of our industry. In 2021, Relay Therapeutics partnered with STEM Hub for Industry Networking/Mentoring Exchange, a local organization dedicated to expanding the STEM talent pool through diversity-focused outreach and mentoring. Through this mentorship program, a number of our employees shared their time and professional expertise with university-level students from underrepresented racial and ethnic groups aspiring to enter the biotech industry.



# Governance and Ethics

Building trust through **ETHICAL**  
behavior and strong **GOVERNANCE**

Our success is built on the confidence patients,  
employees, investors and the public place in our  
performance and integrity.







## Business Ethics

The integrity and personal conduct of our employees and leaders help create value for all stakeholders.

Our Board of Directors (Board) sets high standards for Relay Therapeutics employees, officers and directors. Implicit in this philosophy is the importance of sound corporate governance and ethical practices. Our Board, together with management, strives to maintain a culture of compliance that inspires our people at all levels to act ethically and legally in their business decisions and day-to-day duties. This is fundamental to carrying out our mission.

### CODE OF BUSINESS CONDUCT AND ETHICS

The Relay Therapeutics [Code of Business Conduct and Ethics](#) (Code) is the cornerstone of our corporate culture and governance. Our continued success and reputation depend on the ethical conduct of our employees, leaders and Board members, each of whom has a personal responsibility to ensure that their conduct is ethical and law-abiding.

The Code articulates key 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. This document aids our people in making the right decisions when conducting business and performing their day-to-day duties. Their adherence to these ethical principles is fundamental to protecting the patients we serve and our future success.

### ZERO TOLERANCE FOR BRIBERY AND FRAUD

Relay Therapeutics takes a zero-tolerance approach to fraud and corruption. We are committed to complying fully with applicable anti-corruption and anti-bribery laws. Our Foreign Corrupt Practices Act (FCPA) and Anti-Corruption Policy is designed to build on our overall Code. The policy prohibits our employees and our agents and business partners from, knowingly or unknowingly, compromising



our values or violating the FCPA, UK Bribery Act or similar anti-corruption laws. Among other topics, the policy prohibits bribery and offers guidance around acceptable behavior under applicable law, as well as guidance as to record-keeping practices.

#### DELIVERING ON OUR VALUES

We equip employees to fulfill these fundamental expectations through a comprehensive compliance program that includes ongoing training.

- All new employees are required to attend trainings on the Code and other policies as part of our onboarding process. This initial training process introduces each employee to our culture, values and expected standard of conduct.
- Employees are required to certify that they have read, understand and will comply with the Code.
- We regularly conduct employee trainings to reinforce compliance with the Code and other policies.
- In January 2022, we rolled out our company-wide annual attestation of the Code and other policies, requiring all employees to attest to their review, understanding and compliance with these policies.

#### SUPPORT FOR SPEAKING UP

A healthy, inclusive culture is one in which all employees feel comfortable and confident speaking up regarding potential violations of our Code, or any law, rule or regulation. We encourage and expect employees to report misconduct or behavior that they believe is at odds with our values and Code. We seek to provide a supportive, open culture so that positive behavior

is expected and accepted. We invite our people to ask questions, seek guidance and report suspected violations using any of the following methods:

- Speaking to their supervisor
- Contacting the Compliance Officer, anonymously and in writing, if desired
- Anonymously via our confidential third-party online whistleblower hotline or by voicemail

All complaints filed through our whistleblower hotline are investigated by our Compliance Officer and reported to the Audit Committee of our Board. In 2021, we received no complaints that required corrective action.

We pledge to protect employees who step forward to report suspected violations. We are committed to non-retaliation for reports made in good faith and forbid any retaliation against employees who, acting in good faith on the basis of a reasonable belief, report suspected misconduct.

**“At Relay Therapeutics, we expect all employees and directors to demonstrate high standards of personal and professional ethics and integrity. As our company continues to grow, we are committed to maintaining a culture of compliance that extends to all levels of our business.”**

—Brian Adams, Chief Legal Officer

#### ETHICAL MARKETING AND INTERACTIONS WITH HEALTHCARE PROFESSIONALS

We recognize the importance of ethical marketing and interactions in developing and marketing new medicines and helping patients. We are committed to adhering to applicable standards of conduct as they become relevant for our organization.

Relay Therapeutics is a clinical-stage precision medicine company. As of year-end 2021, we had three product candidates that were in first-in-human clinical development and others that were in preclinical studies. At present, our product candidates are available only to healthcare professionals at participating research institutions as we do not have any approved products that can be marketed to healthcare professionals. We plan to develop policies governing interactions with healthcare professionals and the promotion of off-label use of product candidates as we advance our product candidates through development and move closer to potential commercialization.

#### HUMAN RIGHTS

Respect for human rights is a fundamental value for Relay Therapeutics. We are committed to preventing, mitigating and remedying any negative human rights impacts across our business operations, from our workplace to our clinical trials and across our supply chain. To codify this intent, we have adopted our [Human Rights Policy](#).

In this policy, Relay Therapeutics recognizes and supports the fundamental principles set forth in the United Nations Universal Declaration of Human Rights and confirms our belief that acting in accordance with these principles is fundamental to carrying out our mission.

This Human Rights Policy builds on our Code, which requires all directors, officers and employees to act ethically and in compliance with all applicable laws, rules and regulations.

The values expressed in this policy affirm our intent to safeguard the dignity, privacy and rights of all individuals. We believe these values contribute to an inclusive workplace where all are valued and feel welcome. It is the responsibility of each employee to adhere to these principles.

#### SUPPLY CHAIN MANAGEMENT

Relay Therapeutics seeks to operate our business in line with our values, and we seek to do business with organizations that share those values. Furthermore, because we engage an extensive network of vendors and organizations to conduct our business, the scope of our impact extends far beyond the walls of our offices and labs. We believe that we can effect positive change by holding our business partners, vendors and suppliers to the same values we embrace. Our standard form of contracts requires our suppliers to conduct their business in compliance with all applicable laws and regulations as well as our applicable guidelines and policies.

## Corporate Governance

Our engaged Board strengthens our culture and business performance through their deep expertise and diverse perspectives.

### BOARD OF DIRECTORS

Our Board is composed of industry experts and scientists who bring valuable expertise and insights as they oversee all aspects of our business strategy and operations. In addition to assembling this diverse

team of directors to guide our growth, we have established a board structure that incorporates a number of best practices which contribute to a well-functioning board that adds value to our growing organization.

### Corporate Governance Best Practices<sup>1</sup>

#### Diversity

43% Women  
29% Racially/ethnically diverse

#### ESG Engagement

Board oversight of ESG

#### Accountability

Annual Board and committee self-evaluation  
Annual CEO evaluation by independent directors

#### Stockholder Rights

One-share, one-vote

#### Independence

Independent Chairman  
100% independence among standing members of Audit, Compensation and Nominating and Corporate Governance Committees  
Board Independence: 71% Independent

#### Refreshment

5 years average tenure

#### Qualifications

Diversity of experience and expertise in the life sciences industry as well as other relevant sectors  
Continuing education for directors

<sup>1</sup>All information is as of December 31, 2021.



## Data Security and Privacy

We are vigilant in protecting our data and proprietary technologies, as well as the privacy of our employees, patients and other stakeholders.

As research, patient and business data become increasingly digitalized, the biotech industry has emerged as a prime target for cyberattacks. Our proprietary Dynamo™ platform uses artificial intelligence and machine learning techniques to analyze protein motion, and we use the findings to fuel our drug discovery process. Given our extensive utilization of information technology, protecting our intellectual property and the integrity of our network system is critical. Thus, we have a robust and growing approach to managing our data resources, cybersecurity and data privacy.

As a growing public company, we are establishing foundational policies and practices that will support healthy growth and facilitate our long-term sustainability. 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 have systems that are, or will be, subject to the leading relevant compliance and regulatory standards. These include a variety of regulations that cover the handling of electronic documents, patient privacy and corporate financial disclosures.

We take guidance from and follow the appropriate elements from the ISO/IEC 27000 series. Published by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), this series explains how to implement best-practice information security practices. Additionally, our intention is to leverage the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework to measure our maturity in key domains.

### GOVERNANCE

We have a robust and growing structure of cybersecurity personnel and bodies that work in coordination to oversee all aspects of data protection, from strategy and policy to implementation.

**Audit Committee** – This Board committee has risk oversight for cybersecurity matters and receives quarterly updates via a cybersecurity performance dashboard.

**Information Security Council** – This cross-functional body of business leaders from Research, Development and General and Administrative functions is tasked with driving important information security policy decisions. The council is led by the Associate Director of Information Security.

**Information Security Team** – This internal team drives the day-to-day operations of our security practices and sets our technical strategy. The team convenes the Information Security Council monthly, updating them on key risks and observations and facilitating debate and considerations around key security policies.

**Vice President of Information Technology** – This senior leader presents a cybersecurity update each quarter to our Audit Committee, including updates on key initiatives, upcoming areas of focus and a dashboard of metrics that illustrate the current cyber risk landscape. This individual reports to our Chief Legal Officer.

**Associate Director of Information Security** – This individual is responsible for managing and overseeing cybersecurity and data privacy issues in our organization and addressing broader security issues. This individual reports to our Vice President of Information Technology.

### CYBERSECURITY TRAINING

Alert, informed employees are our first line of defense when it comes to cybersecurity. We deliver security awareness training designed to ensure employees have properly internalized what they were taught, identify potential areas of improvement, and make appropriate investments. We believe that this type of training is one of the most effective ways of protecting our company and employees from social engineering phishing and other cyberattacks.

### VULNERABILITY MITIGATION

Relay Therapeutics uses four primary methods for identifying any vulnerabilities that pose data security risks. These include:

- Performing regular vulnerability and virus scans across our network and on all our endpoints
- Monitoring users' activity for suspicious behavior that could be a sign of an insider threat
- Engaging with third parties to test our systems via penetration tests
- Engaging security consultants to perform security annual assessments

We use the results of this 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 of all our systems to ensure remediated vulnerabilities are quickly eliminated from the environment. Each new information or digital technology that is brought into our environment undergoes a comprehensive data security evaluation to ensure that it meets internal standards, including but not limited to encryption of data in transit and at rest, authentication protocols, and demonstration by the vendor of service organization controls.

We have focused on improving security, visibility and incident response capabilities on our endpoints which include all of our laptops and servers. This was accomplished by deploying a new vulnerability management tool across the organization that allows full transparency into all aspects of the systems. Additionally, technology has been implemented to secure our email environment and defend against email-based attacks.

### INCIDENT RESPONSE

When and if a security breach should occur, Relay Therapeutics stands ready to respond. In 2021, our internal Information Security team built a detailed incident response plan that establishes a process for handling any security issue, including data breaches. This plan includes tools and procedures that our Information Security team can use to identify, eliminate and recover from cybersecurity threats. It is designed to help our team respond quickly and consistently to various types of external threats, and thus, minimize damage. Key members of our Information Security team have been trained in this plan.



## Keeping Malware at Bay

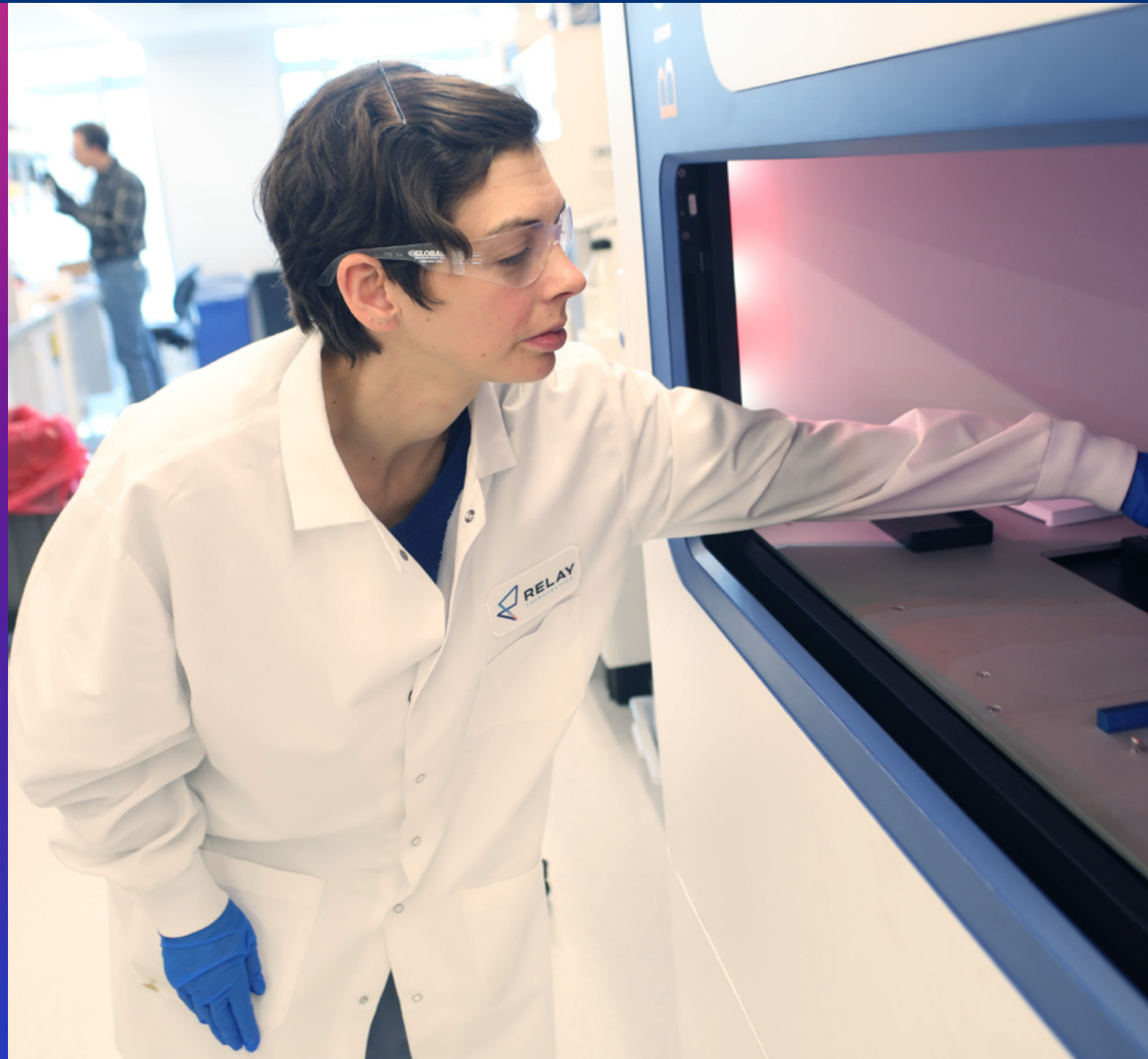
Malware and ransomware are favorite techniques used by criminals and hackers to infect their targets.

In 2021, we took an important step toward preventing the spread of malware on our network. Among other measures to safeguard our network resources, we tightened controls, roles and employee access to our cloud compute and storage solutions to ensure that people have the least privileged access that they need in order to complete their work. Following the principle of least privilege, users, systems and processes at Relay Therapeutics

now have access to only the resources (e.g., networks, systems and files) that are absolutely necessary to perform their assigned function. By limiting user and application access to only the necessities, we can reduce the risk of attackers gaining access to critical systems and files by compromising a low-level account. We can also more easily contain damage. We believe this change provides critical network security benefits while giving our organization the flexibility to grow.



# Appendix



## SASB Index

Topic	Metric	Code	Disclosure
<b>Safety of Clinical Trial Participants</b>	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	HC-BP-210a.1	See <a href="#">Patients</a> section
	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	HC-BP-210a.2	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 2021. Please refer to our most recent annual report on Form 10-K filed with the SEC.
	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	HC-BP-210a.3	Relay Therapeutics does not have any legal proceedings associated with clinical trials in developing countries as of year-end 2021. 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.
<b>Access to Medicines</b>	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	HC-BP-240a.1	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme	HC-BP-240a.2	



Topic	Metric	Code	Disclosure
<b>Affordability &amp; Pricing</b>	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	HC-BP-240b.1	
	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	HC-BP-240b.2	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	HC-BP-240b.3	
<b>Drug Safety</b>	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	HC-BP-250a.1	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	HC-BP-250a.2	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	Number of recalls issued, total units recalled	HC-BP-250a.3	Relay Therapeutics has not had any recalls issued as of year-end 2021. Please refer to our most recent annual report on Form 10-K filed with the SEC.
	Total amount of product accepted for take-back, reuse, or disposal	HC-BP-250a.4	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-BP-250a.5	Relay Therapeutics has not had any FDA enforcement actions taken in response to violations of current Good Manufacturing Practices as of year-end 2021. Please refer to our most recent annual report on Form 10-K filed with the SEC.

Topic	Metric	Code	Disclosure
<b>Counterfeit Drugs</b>	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	HC-BP-260a.1	
	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	HC-BP-260a.2	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	Number of actions that led to raids, seizure, arrests, and/or filing of charges related to counterfeit products	HC-BP-260a.3	
<b>Employee Recruitment, Development &amp; Retention</b>	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	HC-BP-330a.1	The ability to innovate is core to our business model. We depend on the creativity and talent of highly specialized professionals who can help us pioneer a new way of developing medicines by integrating computational and experimental techniques. Our recruitment professionals maintain relationships with organizations and universities that facilitate access to professionals who possess the skills we seek.
	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	HC-BP-330a.2	Despite the tight labor market and density of Cambridge biotech professionals, as of December 31, 2021, our company turnover rate remained lower than the industry average.



Topic	Metric	Code	Disclosure
<b>Supply Chain Management</b>	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	HC-BP-430a.1	In early 2022, Relay Therapeutics joined the Rx-360 International Pharmaceutical Supply Chain Consortium. Participation in the Rx-360 Joint Audit Program, which provides audit results in real time, may provide a number of future benefits such as enhancing audit function efficiency and improving audit quality to the extent our vendors are included in the audit program. See <a href="#">Patients</a> section for further information on supply chain integrity measures.

Activity Metrics	2021
<b>Number of patients treated</b> <i>SASB: HC-BP-000.A</i>	Relay Therapeutics has 3 ongoing clinical trials <sup>1</sup> : <ul style="list-style-type: none"> <li>■ RLY-1971: Phase 1 clinical trial initiated in Q1 2020 with target enrollment of 70</li> <li>■ RLY-4008: Phase 1 clinical trial initiated in Q3 2020 with target enrollment of 440</li> <li>■ RLY-2608: Phase 1 clinical trial initiated Q4 2021 with target enrollment of 190</li> </ul>
<b>Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)</b> <i>SASB: HC-BP-000.A</i>	(1) >8 total programs (3 clinical, and 5+ others in pipeline) (2) 3 programs in Phase 1 as of year-end 2021
<b>Employees (FTE)</b>	245
<b>Office and laboratory space (square feet)</b>	46,631 <sup>2</sup>

<sup>1</sup>Target enrollment numbers are as of the publication date of this report, as published on clinicaltrials.gov.

<sup>2</sup>Scope includes our 399 Binney Street location. In 2021, we began leasing a second building that we do not intend to occupy until mid-2022. While we are not including performance data for that space in this report, we plan to include that data in subsequent reports, at which time we will re-establish our baselines to reflect this expansion.



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