



Corporate Responsibility Report 2023



About This Report

We are pleased to present our 2023 Corporate Responsibility Report, our fourth comprehensive responsibility disclosure that details our growth as a sustainable and responsible business.

This report contains corporate responsibility 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 select United Nations Sustainable Development Goals (UN SDGs) that we believe are most relevant to the societal impact of our business activities. New in this year's report, we have also started to evaluate climate-related risks and opportunities as part of the framework outlined by the Task Force on Climate-Related Financial Disclosures (TCFD). This document covers corporate responsibility disclosures for Relay Therapeutics for the period January 1 through December 31, 2023, unless otherwise noted. We intend to continue publishing corporate responsibility reports annually going forward with the goal of advancing both our corporate responsibility 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. The words "may," "might," "will," "could," "would," "should," "plan," "anticipate," "intend," "believe," "expect," "estimate," "seek," "predict," "future," "project," "potential," "continue," "target" and similar words or expressions, or the negative thereof, are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words.

Any forward-looking statements in this report are based on our current expectations and beliefs and are subject to a number of risks, uncertainties and important factors that may cause actual events or results to differ materially from those expressed or implied by any forward-looking statements contained in this report, including 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 should not be relied upon as representing our views as of any subsequent date. We undertake no obligation to update any forward-looking statements. 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 representation 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.



Table of Contents

04 Introduction
From Our CEO
About Relay Therapeutics
How Our Team Solves Problems: Dynamo Platform™
Our Approach to Corporate Responsibility
United Nations Sustainable Development Goals
2023 Corporate Responsibility Highlights

11 Patients
Commitment to Patients
Our Patient Pipeline
Patient Welfare
Patient Advocacy
Clinical Trial Safety
Product Quality and Safety
Supply Chain Integrity

18 People
Employee Recruitment and Onboarding
Employee Engagement and Retention
Training and Development
Benefits
Diversity, Equity, Belonging and Inclusion

**25 Environment,
Health and Safety**
Our EHS Initiatives
Energy
Water Use
Waste Management
Occupational Health and Safety

32 Community Engagement

35 Governance and Ethics
Business Ethics
Corporate Governance
Data Privacy and Security

41 Appendix
SASB Index
TCFD Index



From Our CEO

Our mission at Relay Therapeutics is to bring life-changing therapies to patients in need, initially in the areas of precision oncology and genetic disease. In furtherance of this mission, we deploy our Dynamo™ platform in our research and development efforts, which integrates an array of leading-edge computational and experimental approaches, to drug protein targets that have previously been intractable or inadequately addressed. We constantly keep the patients in need at the top of our mind, as well as our impact on the environment and other important stakeholders involved in our business operations, including our employees, stockholders, community and vendors. This holistic view of our business is part of our corporate responsibility approach, which extends to all parts of the company. We believe that operating our business in a manner that is mindful of its impact on all our stakeholders is crucial to our company’s near- and long-term success.

2023 was an important year for our company and showed what can be achieved when business and sustainability considerations are integrated. In particular, we are proud of the progress we made towards advancing our therapeutic pipeline to increase our potential impact on patients, our continued investment in our people and our platform, and the experience gained in operating across our expanded physical footprint with our two sites. We shared initial clinical data for our lead PI3Kα program, which, while preliminary, gave us confidence in its potential to help patients in need. We believe the data disclosed to date further demonstrate the precision and productivity of our Dynamo platform, which has now been demonstrated with each clinical target we’ve chosen to pursue.

Encouraged by the results we’ve seen in the clinic so far, we are continuing to deploy our platform against the toughest disease targets and are focused on rapidly progressing these new medicine candidates into trials in patients so that they may address significant unmet medical needs. In parallel, we continue to leverage our corporate responsibility initiatives in our business decisions such that they best serve all our stakeholders. Like any aspect of a dynamic business, this is an ongoing effort to ensure we maintain a company setting that is inclusive, environmentally responsible, and ethical. This report serves to summarize where we are on this corporate responsibility journey, which we believe will play an important role in our business’ success.

Patients and Pipeline

Core to our mission is utilizing unique insights into protein motion to discover and develop new medicines that have the potential to transform the lives of patients living with debilitating and life-threatening diseases. In 2023, we continued to progress our two wholly owned clinical-stage programs against known cancer drivers, FGFR2 alterations and PI3Kα mutations. We shared data from both programs that we believe demonstrated their potential to address larger populations of patients. For FGFR2, we believe the interim data showed that efficacy signals, which were previously seen in FGFR2-driven cholangiocarcinoma, translated across multiple tumor types, broadening the number of patients who could potentially be helped. Additionally, we believe that encouraging early PI3Kα data in patients with late-stage metastatic breast

cancer showed potential improvements in both tolerability and efficacy over standard-of-care treatment, which suggest the possibility of being able to help patients earlier in their treatment journey. Behind these lead programs, we maintain high levels of investment in our research engine, which drives our future. Our pre-clinical pipeline consists of more than 7 programs in precision oncology and genetic diseases, which we believe have the potential to meaningfully impact even more patients in need.

People

Our pursuit against some of the toughest disease targets requires a relentless effort from our teams. Just as we strive to enhance our platform with cutting-edge computational and experimental technologies, we also ensure that we invest in our people to enable their efforts, to drive collaboration, and to foster an inclusive work environment. Our people investment and strategy aims to attract, develop, and retain diverse talent, cultivate a vibrant culture, and provide a benefits package that allows our employees to thrive both inside and outside of work. We believe that investing in our people is critical in driving forward our research and development efforts and, ultimately, maximizes the potential impact we can have on patients.

Footprint

We take pride in the work we do, much of which we believe is best achieved in person. 2023 was the first full year in which Relay Therapeutics operated across its two sites in Cambridge, Mass. Thoughtful management of these two sites is crucial to facilitate the research, development, and general and administrative operations that comprise our business and to drive collaboration and integration across sites. We are also aware of the impact of our physical footprint on the environment and the local community in which we reside. Now having operations metrics for both sites for an entire calendar year, we are taking steps to understand the data, consider our resource use, and think about our place within a carbon-producing economy. To this end, we’ve conducted an initial climate-related risks assessment as part of the framework outlined by the Task Force on Climate-Related Financial Disclosures (TCFD). The world faces many difficult challenges as it relates to carbon emissions, which will require a joint effort to solve. At Relay Therapeutics, we hope to be part of this joint effort.

We strive to enable the greatest positive impact on each of our stakeholders. Our progress through 2023 is a testament to what can be achieved with a strong, talented team, a commitment to culture and mission, and a keen awareness of our company’s ultimate impact on patients, employees, community and environment, and all other stakeholders, which goes beyond our core mission of bringing medicines to patients in need.



A handwritten signature in black ink, appearing to read 'Sanjiv Patel'.

Sanjiv Patel
President and Chief Executive Officer



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 created at the intersection of complementary techniques and technologies. We were built upon novel 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 or inadequately addressed. 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 benefiting patients.

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

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 utilize 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 more than seven years of experience in combining computational and experimental techniques, and we have three product candidates which are in clinical development as well as more than seven active discovery stage programs. In addition, we have accumulated large amounts of 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.



How Our Team Solves Problems: The Dynamo™ Platform

Experimentation

- NMR
- Mechanistic enzymology
- HDX-MS
- Cryo-EM
- X-ray fragment screening
- REL-DEL
- Integrated pharmacology
- Protein design and engineering
- Automated Ligand ID System (ALIS)
- Ambient temp. X-Ray crystallography
- High throughput automated chemistry



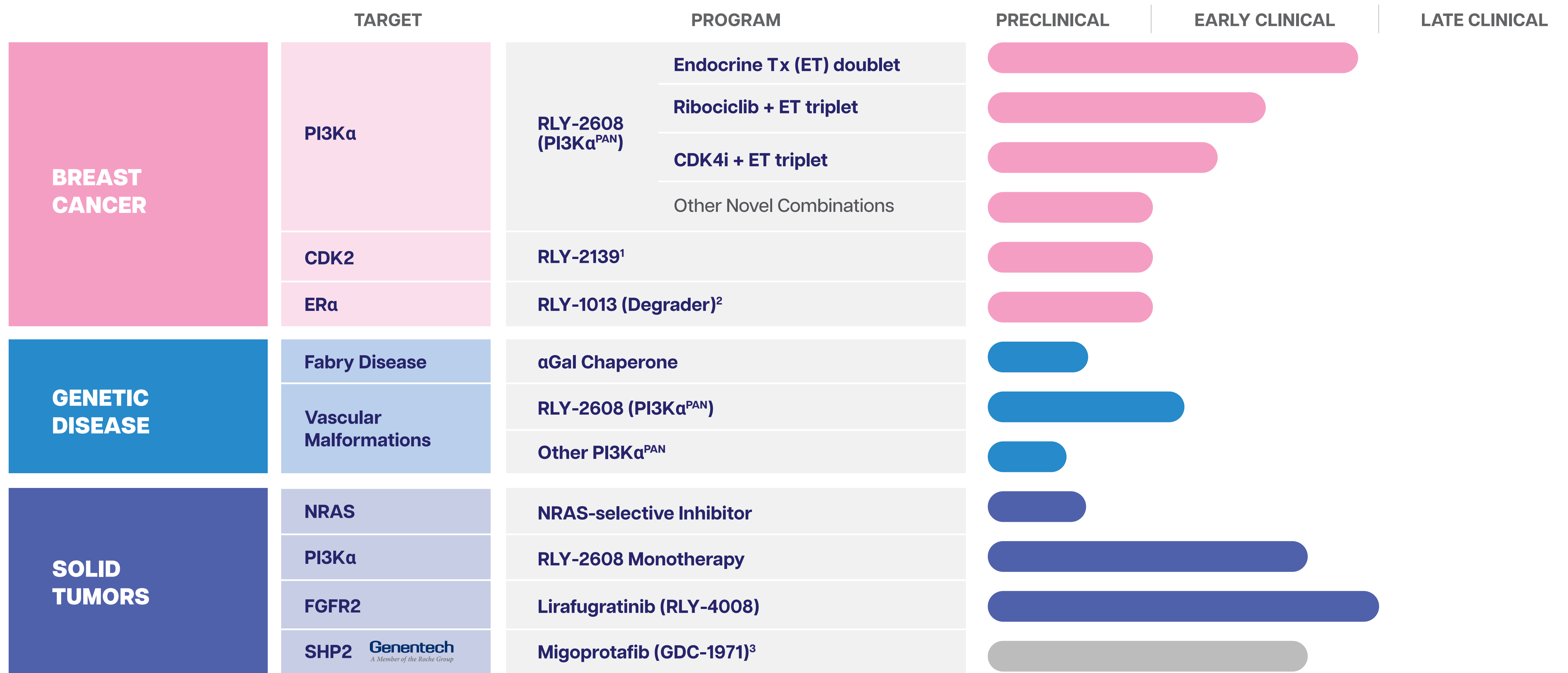
Computation

- Free energy calculations
- Long time-scale MD
- Giga-scale virtual screening
- Differential dynamics
- Digitally encoded libraries
- ML-DEL + AI models for DEL
- ADME/PK models
- Active learning
- Generative design
- Automated Chemical Design
- Computational fragment merging

People



Our Pipeline



5+ additional unnamed research programs

¹Paused; IND ready

²Advance to IND ready

³Three ongoing combo studies with Genentech



Our Approach to Corporate Responsibility

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 corporate responsibility initiatives across our organization and strategy early in our development to guide our future efforts.

Corporate Responsibility Oversight

We believe that corporate responsibility oversight is most effective at the Board of Directors level. As such, our Nominating and Corporate Governance Committee and our Audit Committee oversee our corporate responsibility 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 Corporate Responsibility Working Team with the Chief Corporate Development Officer as executive sponsor to drive our thinking, progress and the overall corporate responsibility 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 corporate responsibility performance is not only an integral element of this aspiration but will also help us achieve these goals. As we continue to establish foundational corporate responsibility practices, we are being thoughtful about embedding the elements of corporate responsibility management into what we do and how we do it. While we are pleased with our steps thus far, 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 journey, we identified the corporate responsibility issues that we consider to be most relevant to our organization. In developing this list, we studied leading corporate responsibility and sustainability reporting frameworks and organizations, including the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (UN SDGs). In addition, we benchmarked our corporate responsibility 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 corporate responsibility priorities, identifying opportunities for actions and, where currently relevant, determining the content of this disclosure.



United Nations Sustainable Development Goals

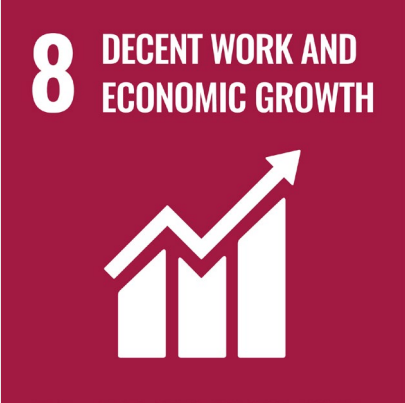
We can help address the most pressing problems facing our world today.

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 corporate responsibility 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 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, leadership training, workshops and access to specialized career programming.



We are committed to providing an inclusive, diverse and equitable environment for all employees, and creating an inclusive and collaborative culture that welcomes our differences and creates a safe space for employees to voice their different perspectives.



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.



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.



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. Innovation in approaches to drug discovery, such as our Dynamo platform, enable new findings with increased efficiency that can inspire new research, therapies, and positive outcomes for patients.



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.



2023 Corporate Responsibility Highlights



Our Pipeline and Patients

Progressed clinical trials for our three clinical-stage programs with the goal of helping more patients. Earlier in our research pipeline, we continued to advance more than 7 active discovery stage programs in the areas of precision oncology and genetic disease.



Our People

Invested in our team of talented individuals to ensure each employee is fully enabled for success. This includes providing a comprehensive benefits package, fostering an inclusive workplace environment, and encouraging close collaboration between teams.



Our Footprint

Thoughtfully managed our operations across two locations in Cambridge, Mass., giving us the capacity to drive forward our research efforts. Related to these operations, we've also taken steps to identify, assess, and govern the management of climate-related risks and opportunities in line with TCFD¹ framework.

¹Task Force on Climate-Related Financial Disclosures





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 product candidates. 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.



Patient Welfare

As a clinical-stage precision medicine company, our scientists and researchers are actively working to pioneer innovative treatments. We are advancing a pipeline of several product candidates, some of which are currently in clinical trials.

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.



Our Research Pipeline

As of December 31, 2023, Relay Therapeutics is advancing three clinical programs and we continue to drive forward our pre-clinical pipeline. We are pleased to report that all of our clinical trials are proceeding as planned and none have been terminated by regulatory oversight bodies for any reason. We believe that our clinical trial progress reflects our adherence to the highest standards of conduct.

RLY-2608

is the first known allosteric, pan-mutant and isoform-selective phosphoinositide 3 kinase alpha (PI3K α) inhibitor in clinical development. We are currently evaluating RLY-2608 in a clinical trial as a single agent in advanced solid tumor patients and in two combinations in patients with HR+, HER2-, PI3K α mutated advanced breast cancer: RLY-2608 with fulvestrant alone and RLY-2608 with fulvestrant and CDK4/6 inhibitors.

Lirafugratinib (RLY-4008)

is a potent, selective and oral small molecule inhibitor of fibroblast growth factor receptor 2 (FGFR2). We are currently evaluating the safety and tolerability of RLY-4008 in a clinical trial in patients with advanced or metastatic FGFR2-altered solid tumors.

Migoprotafib (GDC-1971, formerly known as RLY-1971)

is an inhibitor of Src homology region 2 domain containing phosphatase-2 (SHP2). Pursuant to our global collaboration and license agreement with Genentech, Inc., Genentech has assumed development of migoprotafib and currently has three ongoing clinical trials in combination with Genentech medicines.

Note: As a backup to RLY-2608, we also developed a second chemically distinct pan-mutant PI3K α inhibitor, RLY-5836, but have now deprioritized those efforts in order to focus our resources on advancing RLY-2608.



Patient Advocacy

Relay Therapeutics established a dedicated Patient Advocacy function responsible for championing the patient perspective and delivering strategic insights to support our company’s patient-centric culture. This function cultivates relationships with patient communities to enhance understanding of clinical trials, increase access to biomarker testing and reduce barriers to trial enrollment.

Our Patient Advocacy function allows Relay Therapeutics to leverage patient input to inform the design of clinical trial protocols to better address the needs of trial participants and to optimize both enrollment and retention. It also oversees company-wide patient communication protocols that ensure the company is providing consistent, responsive and thorough engagement to every patient or caregiver that requests clinical trial information.

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.

Diversity in Clinical Trials

Enrolling patients with diverse backgrounds in clinical trials is critical to evaluating the potential of new treatment options across populations with unique characteristics. As part of our efforts to increase diversity in our clinical trials, we proactively seek out clinical trial sites in communities serving underrepresented patient populations and conduct robust feasibility evaluations to ensure a strong geographical footprint within the United States and around the world. In addition, we seek to eliminate barriers to clinical trial participation by partnering with patient advocacy groups that serve underserved populations to educate patients on clinical trials as an option in their care plan, providing translated clinical trial documentation, limiting the clinical trial visit burden, broadening access to genetic testing, and offering a robust travel reimbursement program (see Travel Reimbursement Program section for more information).

We regularly evaluate other innovations that may further remove barriers for underserved patients. For example, we consistently review research on best practices regarding both communication styles and communication vehicles most trusted by diverse patient communities and incorporate best practices into our messaging and communication resource development to facilitate awareness and access to our trials for all patients.

Access to Testing

Relay Therapeutics also engages with national experts in clinical trial and biomarker testing equity. We partner with disease and patient advocacy organizations that support clinical trial and biomarker testing education and access efforts in underserved communities, which helps patients understand available therapeutic options and gain access to targeted therapies that may apply to them. To aid financial access, Relay Therapeutics provides testing services or testing reimbursement programs for both tissue and liquid biopsy testing as applicable for the indication(s) under study.

Travel Reimbursement Program

Relay Therapeutics recognizes the financial burden clinical trial participation can have on participants and their families. To make our clinical trials accessible to patients regardless of their financial situation, Relay Therapeutics offers a travel reimbursement program to support trial participants and caregivers for appropriate costs associated with travel, accommodations, and meals, where permissible. In addition, Relay Therapeutics contracts with dedicated travel and reimbursement vendors who employ local liaisons to work directly with participants and clinical trial sites to arrange travel or reimburse for travel expenses.



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. They are overseen by qualified Relay Therapeutics team members who have requisite experience and have received robust training on Relay Therapeutics procedures (see Employee Quality Training section).

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.

We protect patient safety and well-being through appropriate informed consent, real-time access to our medical team for all our clinical trial sites, routine safety monitoring and reporting, and other procedures, including use of Safety and Data Review Committees and Independent Safety and Data Review Committees.



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. GxP training is provided on an annual basis to employees responsible for overseeing GxP activities for Relay Therapeutics. In addition, our employees undergo mandatory training on function-specific Standard Operating Procedures as well as other Quality System documents aligned with their role.

Vendor Selection and Oversight

To extend our capacity, we outsource many GxP activities, including clinical, 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.

For GCP vendor selection and governance, we take a risk-based approach to ensure vendors are selected with the appropriate business diligence and that vendor governance is established to ensure proper oversight. Relay Therapeutics has defined a tiering system, based on risk, to govern clinical trial vendors. Governance forums are in place with key vendor partners to ensure Relay Therapeutics and vendor functional leadership are tracking quality, operations and performance metrics. 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 lifecycle management process 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. Vendors who successfully undergo our assessment process are added to an Approved Vendor 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.

Since 2022, Relay Therapeutics has been a member of 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, a recognized industry-wide partnership, provides audit results for specified vendors in real time and 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. It can assist with our overall supply chain and contractor risk evaluation and mitigation strategies already taking place in-house.



People

We believe people are our greatest assets.

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



Employee Recruitment and Onboarding

Our inclusive and vibrant 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 dynamic culture.

Attracting Talented People

As we tackle our mission of solving meaningful problems, we remain committed to recruiting diverse top talent from a range of backgrounds, industries and experiences. This is an active effort that requires preparation by and support from teams across our organization.

In 2023, we continued to leverage an individualized virtual and onsite recruiting process to create a superior candidate experience:

- Our recruiting team prepares every interview team and every candidate prior to a formal interview.
- Candidates receive informative materials and personalized correspondence before and after interviews to ensure that each candidate is comfortable, adequately prepared for the interview, and well informed on what it's like to work at Relay Therapeutics.
- In order to facilitate an inclusive recruiting process, candidates are asked to share their name pronunciation and preferred pronouns.

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 regardless of their background whether it be from a different industry, academia, a fellow biotech in the neighborhood, or somewhere else.

Our personalized onboarding is designed to quickly get all new joiners up to speed and integrate them into our existing teams. The program includes:

- An onboarding cohort of fellow new joiners who go through the training process together
- Introductions to coworkers across the company, including senior leaders
- An assigned Relay Therapeutics Buddy to serve as an additional resource for the new joiner
- Ramp-up info sessions to educate new joiners on our platform and pipeline
- Information sessions with IT, Finance, Legal, People and Operations
- Office and Lab Safety Training and Office Tours

Recognizing the significant role that managers play in helping new joiners transition smoothly into their roles, we offer coaching to all managers to ensure they have the tools and resources they need to set their new joiners up for success.

We constantly look to monitor and improve our recruiting and onboarding processes by surveying all new joiners within the first several months of starting at Relay Therapeutics. These surveys are critical to gathering feedback necessary to maintain our goal to have a best-in-class candidate and new hire experience.

97%

of new hire respondents rated our recruitment and selection process as professionally conducted*

94%

of new hire respondents agreed that they “made the right decision to join Relay Therapeutics”*

*Based on respondents to survey conducted 30 days after hiring in 2023



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 the Relay Therapeutics Core Values: relentlessness, candor, fearlessness, craftsmanship and humanity. As a company, we frequently reflect on these values and consider how they show up in our workplace. On a team-level, our leaders recognize and celebrate excellence by celebrating individuals with Core Values Awards. Our Core Value Awards are granted annually to a number of employees who best exemplify and embody our core values over the course of the year.

We believe that it is important to listen to our employees and understand their feedback, so in 2023 we continued to run our quarterly employee engagement surveys, with response rates well above industry average. Each quarter, we focused our questions on a relevant topic: communication, enablement, and motivation. These surveys enabled us to collect actionable data which were presented to management to inform decision making and strategy on areas like compensation, benefits, development, retention mechanisms, among others. These topics are also addressed on the individual level through guided quarterly check-in conversations between employees and their managers.

91%

average employee response rate in 2023*

87%

of the company on average would recommend Relay Therapeutics as a great place to work*

*Based on quarterly employee engagement surveys provided to all employees throughout 2023

Creating a Strong Community at Relay Therapeutics

Our energetic on-site presence is a big part of what makes working at Relay Therapeutics special. Our employees welcome the opportunity to work on-site and our office is frequently well-occupied. In 2023, we continued to operate two sites in Cambridge, Mass., each with its own state-of-the-art lab and spaces for working collaboratively and building community.

To encourage interdisciplinary collaboration, we operate using a shared desk model in which desk locations are not assigned and employees frequently sit around members of different teams and departments. Similarly, employees often gather for group lunches at both of our offices, which are great opportunities to strengthen relationships with coworkers. In 2023, we piloted single-site lunches, providing opportunities to encourage lunchtime interaction and help build cross-functional relationships.

In 2023, we continued working in our hybrid model, which offers employees flexibility in where they work, depending on their team and the type of work they do. Instead of a one-size-fits-all approach, we believe in the power of collocating with partners, collaborators, and stakeholders, creating working location norms based on each team's work and needs.

While we offer hybrid work, it is important to us to find opportunities for everyone to come together in person at various times throughout the year. In addition to biannual all-company social gatherings, our Clinical teams, whose patient and provider-focused work is more conducive to a predominantly remote model, attend quarterly summits where team members come from all across the US to work in the two Cambridge offices. Events like these are crucial in building a closer community within our company by helping each of us to better understand and appreciate what our peers do day-to-day.

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 2023.



Training and Development

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

We prioritize growth and development to ensure our employees are well-positioned to do great work today and in the future. We invest in their professional development with offerings such as competitive salary and benefits, workshops and access to specialized career programming. In 2023, we continued to offer a wide range of learning and development opportunities and resources including:

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.

Cross-functional knowledge share

Our annual Science Day is an opportunity for teams to share technical learnings and scientific best practices across the organization. Our teams choose a theme for each Science Day, which provides a fun and audience-friendly way to engage employees across not only our research teams, but also our development and general and administrative functions.

Continuous feedback

In 2023, we continued our approach of providing feedback via quarterly check-ins. This agile approach to development conversations supports employee success by providing timely reflection, coaching, and development planning.

Relay Therapeutics offers a Tuition Reimbursement Program to help our team continue to master their craft and support ongoing learning and development outside of the immediate workplace. This program provides up to \$5,250 per calendar year per employee towards professional development and training opportunities that support the short- and long- term goals of the company and is available to all regular full-time employees with good performance standing.



Enhancing Leadership Skills

Managers play a key role in how we engage, motivate, and retain our talent. We therefore take steps to ensure our leaders are trained in their leadership abilities.

In 2023, our senior leaders participated in a structured leadership program composed of experience sharing discussions, individualized coaching, and case studies. Additionally, we train all managers on how to maximize the development of employees on their teams, including topics such as performance management, communication, and career development.

We are committed to developing our leaders from within the company. Where possible we look to promote our employees into leadership positions before hiring externally.

73%

of our senior leaders (VP and above) have been promoted from within, with an average tenure of these internally promoted employees of more than 4 years at Relay Therapeutics.



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, both 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, equity grants (100% employee participation in 2023), and 401(k) retirement savings plans.

Relay Therapeutics offers an Employee Stock Purchase Plan in which all full-time employees are eligible to participate. Participants may purchase shares of the Company's common stock, through payroll deductions, at a price equal to 85% of the fair market value of the common stock on the first or last day of the applicable offering period, whichever is lower.

Additionally, all employees are offered robust health, dental and vision insurance benefits, pet insurance, and personal health and wellness programs. To promote financial well-being, we offer flexible spending accounts, life, AD&D and disability insurance, and free access to a financial advisor.

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

Family Building Support

In 2023, we continued to provide our employees with access to industry-leading family planning benefits which includes enhanced fertility coverage and support during every stage of the family building journey, including fertility treatment, adoption and surrogacy. Relay Therapeutics currently provides 100% paid parental leave of 16 weeks to all parents for the birth, adoption or placement of a new child. We also provide parents at Relay with an annual supply of diapers through one of our benefits providers.

16 weeks paid parental leave
for all parents in 2023

Making Work Easier

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

- 1 We empower our hybrid workforce by providing a home office equipment reimbursement for remote work.**
- 2 For making commutes to our Cambridge, Mass. offices easier, Relay Therapeutics covers 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.**
- 3 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.**
- 4 In 2023, we began our Recharge at Relay benefit, providing two paid company holidays to ensure our employees have at least one long weekend per month to recharge.**
- 5 In addition, Relay Therapeutics offered 13 paid company holidays in 2023, including a 5-day end of year shutdown.**



Diversity, Equity, Belonging and Inclusion

Approaching problems from a variety 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 creating an inclusive and collaborative culture that welcomes our differences and creates a safe space for employees to voice their different perspectives.

Recruiting and Advancing Diverse Talent

We deploy several efforts to recruit talent with diverse thinking and experiences (as discussed in Employee Recruitment and Onboarding section). 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. Research shows, and we believe, that a diverse and inclusive organization is more innovative and higher performing.

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, regardless of tenure and background, to feel a sense of belonging.

We are proud to support two employee-led Relay Resource Groups (called RRGs): Pride at Relay Therapeutics, Inc. (PaRTi, founded in 2021) which is a community of Relayers dedicated to championing LGBTQ+ causes, and EmpowHER (founded in 2022) which is focused on empowering women at Relay Tx and in the external community. Although each RRG focuses on a specific community, both organizations work in parallel to make Relay Therapeutics an inclusive organization. Examples include:

Sponsoring EmpowHER members to attend the 2023 Massachusetts Conference for Women

Facilitating an educational session with an organization dedicated to supporting, educating, and advocating for LGBTQ+ people and their families

Coordinating a series of panels during Women's History Month to highlight and celebrate the experiences of women at Relay Therapeutics

See the Community section for more details on outreach initiatives hosted by our Relay Resource Groups.

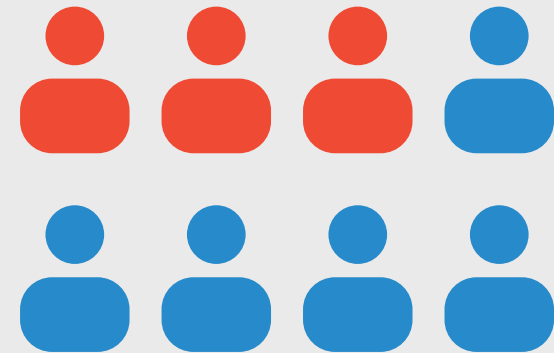
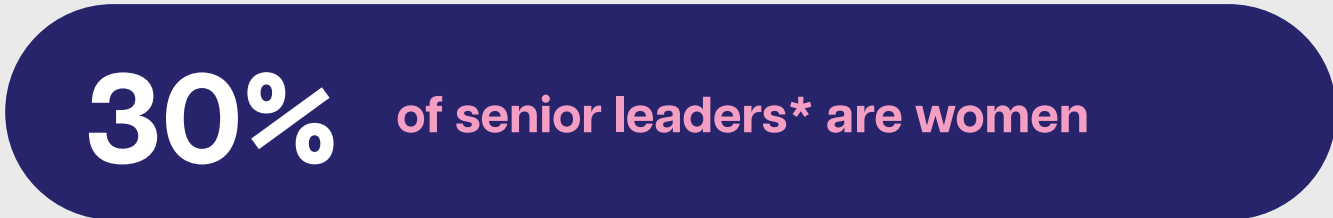
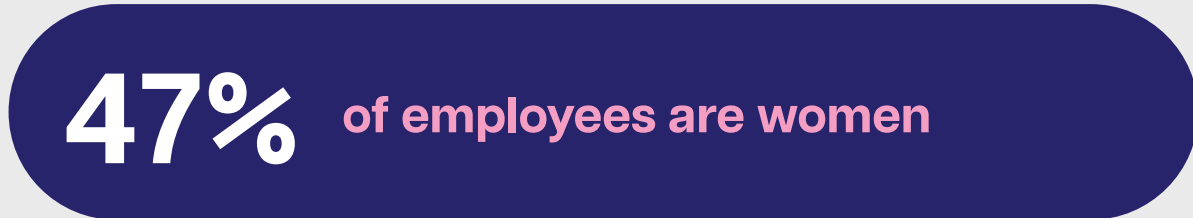


Diversity, Equity, Belonging and Inclusion

Measuring Our Progress

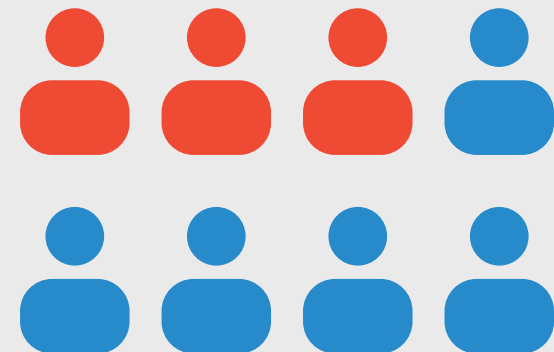
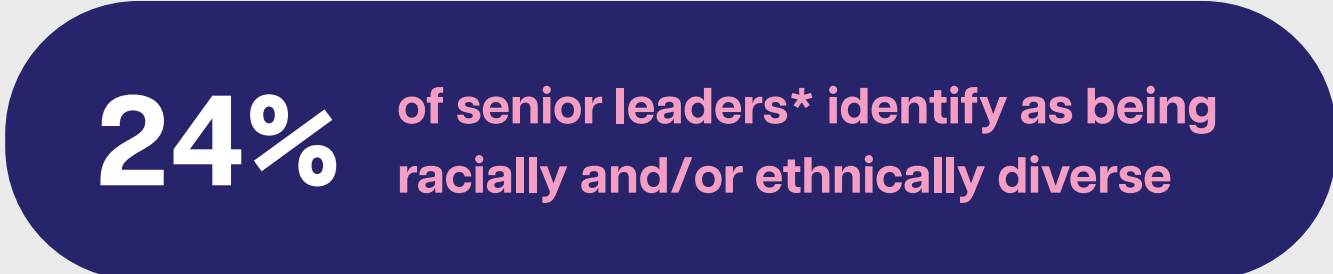
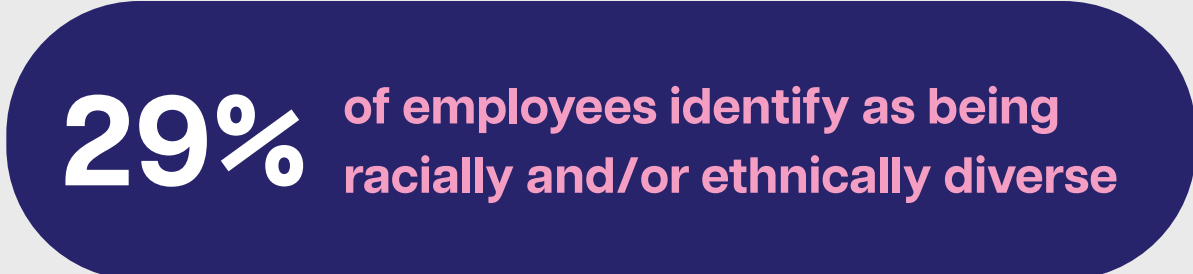
We recognize the underrepresentation of women and people of color in the biotech industry and are committed to making progress on diversity, equity, belonging and inclusion within our own ranks. We track and share our gender and racial/ethnicity diversity data to provide transparency on our progress over time and performance relative to our industry. Diversity is one of many important considerations that make up our People strategy, all with the goal of fostering an inclusive, creative, and innovative workplace for drug discovery.

Gender Representation



3 of 8 Members of our Board of Directors are women

Racial/Ethnic Diversity Representation



3 of 8 Members of our Board of Directors identify as being racially and/or ethnically diverse

*Senior leaders are vice president level and above.

Pay Equity

Relay Therapeutics fully embraces the principle of equal pay for equal work, regardless of race, gender or other status, as it helps us attract and retain the talented professionals that drive our innovation. Relay Therapeutics regularly conducts gender pay gap analyses (via an independent third party) and in 2023, for the fourth year in a row, found no evidence of gender discrepancy in base pay.



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 our 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

In the summer of 2022, we expanded into a second facility also located in Cambridge, Mass. The state-of-the-art facility accommodates our growing drug discovery efforts while maintaining the close collaboration crucial to our success. Having operated in full capacity at this site for the entirety of 2023, we are excited to report full-year environmental metrics related to this site for the first time. We will leverage insights from these data to better understand our operating profile and consider how to improve our impact on the environment.

As a tenant in two leased office and laboratory spaces, our environmental management practices are shaped by those factors over which we have control. All of our operations, both office and laboratory activities, are located within these two facilities. We occupy approximately 88,000 rentable square feet of real estate across these two buildings.



Carbon Emissions

Relay seeks to be sustainable and responsible throughout its operations. As a member of the medical research community, we recognize that understanding our climate-related risks and limiting our carbon emissions is crucial for managing the environmental impact of our company and supporting a more sustainable industry. We currently have a limited view into the carbon emissions of our leased properties for a variety of reasons. At our Binney St location, we are a single tenant in a multitenant building, making it difficult to accurately measure our greenhouse gas (GHG) emissions, and at our Hampshire St location – for which we have just one full calendar year of steady state operations – we are still nascent in our understanding of how energy usage metrics from our operations translate to carbon emissions. We are currently evaluating our ability to track and ensure the integrity of our emissions data for future reporting. These efforts support our ambition to deploy robust and thoughtful emissions reductions initiatives in coming years. For now, 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.

While we continue to evaluate methods to track and disclose GHG emissions, we believe it is important to assess climate-related risks and opportunities to ensure our risk management processes supports the long-term resiliency of our business, which we believe is in the best interest of all our stakeholders. In the appendix of this report, we describe our efforts to identify, assess, and govern the management of climate-related risks and opportunities in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).



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 across both sites. These practices include shutting down lab equipment prior to leaving the premises and placing timers on all office meeting room lights.

Additionally, our building at 399 Binney St is LEED Gold certified for Core and Shell, which is a prominent standard for energy efficiency and environmental sustainability of the built environment.

Energy Use*

Metric	2023	2022	2021	2020
Total energy consumed (kWh)	5,987,234	4,209,931	2,875,294	2,719,533
Energy intensity (kWh per employee)	18,536	12,874	11,736	18,375
Energy intensity (kWh per rentable square foot)	68	48	62	58

*Calculations are drawn from the percentage of leased real estate occupied by Relay Therapeutics at 399 Binney St in its larger Alexandria Real Estate One Kendall Square campus and our leased building at 60 Hampshire St in Cambridge, Mass.



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. Both our buildings are held to specific compliance standards by the Massachusetts Water Resources Authority, and we maintain updated permits to comply with all regulations of this public authority. The buildings we occupy include water-saving features such as water-efficient bathroom fixtures. Our LEED-certified building on Binney St also features a green roof, which absorbs rainwater and allows it to evaporate instead of entering the public stormwater system. Our building on Hampshire St features a greywater system to conserve water used at this location.

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*

Metric	2023	2022	2021	2020
Water consumption (CCF)	2,127	3,018	1,311	1,621
Water intensity (CCF per employee)	6.6	9.2	5.4	11.0

*Calculations are drawn from the percentage of leased real estate occupied by Relay Therapeutics at 399 Binney St in its larger Alexandria Real Estate One Kendall Square campus and our leased building at 60 Hampshire St in Cambridge, Mass.



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. As we pursue new investigational therapies, our research and development efforts inevitably involve the generation of these types of waste, much of which is single-use plastics. Importantly, we also recognize the societal need to better control plastic waste and prevent it from entering the environment, which is why we partner with Triumvirate Environmental, a leading supplier of environmental solutions, including those in the life sciences, for waste management. We welcome their ability to help us achieve our EHS objectives across both sites and their commitment to sustainability through recycling lab plastics and regulated medical waste. We currently audit our chemical (hazardous and non-hazardous) and biological waste internally with the support of Triumvirate.

Hazardous Waste Management*

Metric	2023	2022	2021	2020
Hazardous waste and lab waste (lbs.)	44,040	32,716	29,051	27,845
Hazardous waste and lab waste intensity (lbs. per employee)	136	100	119	188
Hazardous waste and lab waste recycled (lbs.)	14,020	9,850	10,702	11,245
Hazardous waste and lab waste recycled (%)	32%	30%	37%	40%

*Calculations are drawn from the percentage of leased real estate occupied by Relay Therapeutics at 399 Binney St in its larger Alexandria Real Estate One Kendall Square campus and our leased building at 60 Hampshire St in Cambridge, Mass.

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.



Waste Management

Non-hazardous Waste

Our commitment to responsible waste management extends to all waste streams generated by our operations. For example, through a partnership between our landlord for our Binney St location and CERO Cooperative, Inc.. Our building on Hampshire St also includes a composting program through a separate waste management service provider, we have continued to implement a robust composting program which diverts our cafeteria food waste away from landfills and transports it to local farms where it is recycled into nutrient-rich compost products and used to support the local agricultural economy.

Non-hazardous Waste Management*

Metric	2023	2022	2021	2020
Non-hazardous waste (metric tons)	22.2	21.9	22.2	26.1
Non-hazardous waste intensity (metric tons per employee)	0.07	0.07	0.09	0.18
Non-hazardous waste % recycled	48%	43%	Not Recorded	Not Recorded

*Calculations are drawn from the percentage of leased real estate occupied by Relay Therapeutics at 399 Binney St in its larger Alexandria Real Estate One Kendall Square campus in Cambridge, Mass. Data does not include our building at 60 Hampshire St as our waste production is not large enough to warrant large container weighing and industrial compacting service. Instead, our small containers from our 60 Hampshire St site are serviced by waste removal trucks that service a number of other customers in their route and therefore weight estimates are not possible. We will continue to evaluate options to estimate waste production from this site.



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.

Health and Safety Performance

We experienced no injuries within our facility in 2023. 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

Metric	2023	2022	2021	2020
Total recordable incident rate (TRIR)	0	0	0.5	0
TRIR industry average	Not yet available	0.9	0.7	0.9
Lost workday case rate	0	0	0.5	0
Number of fatalities	0	0	0	0



Community Engagement

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



Community Engagement

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 Greater Boston area

The next generation of scientists and STEM education

Our philanthropic efforts are driven by our employees, and we work to amplify those initiatives at a corporate level by donating our time and resources. As we grow and evolve, we hope our impact will as well. In 2023, our philanthropy oversight team reviewed employee-created proposals, selecting several on which to focus Relay-sponsored efforts in order to maximize impact. The oversight is formalized to create a consistent and equitable review process, while the initiatives themselves remain grassroots efforts, with employee passion as the driving force behind 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.

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 five years, a group of Relay Therapeutics employees has participated in the annual American Cancer Society Bicycles Battling Cancer ride, both as riders and as supporters during the event. 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 2023, the Relay Therapeutics team raised approximately \$40,000 for the American Cancer Society. We plan to continue our involvement, looking to grow our fundraising team and impact.



Community Engagement

Our Community in Cambridge and the Greater 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.

- 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 four years. In 2023, we again raised over \$14,000 for BAGLY. The event, hosted by PaRTi LGBTQ+ resource group, 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 once again 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 where employees joined to prepare over 80 baskets for people transitioning to one of its shelters.
- We also hosted a donation and packing event for Rosie's Place, a Boston-based organization and the first women-only shelter in the United States, which provides housing, food assistance, education, and other outreach and support services to those in need. Our event, hosted by our EmpowHer Relay resource group, purchased, packaged, and delivered over 100 packages (containing body care products and toiletries) to the organization.



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 2023, Relay Therapeutics continued its partnership 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.



A photograph of three women in a professional setting. One woman with long blonde hair is smiling and looking towards the other two women. The woman on the right has long dark hair and is looking towards the blonde woman. The woman on the left is partially visible, wearing glasses. The background is a bright, modern office space with large windows.

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 of conduct for each employee, officer and director of Relay Therapeutics. 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.

As part of its oversight responsibilities, our Board performs an annual review of our corporate governance and business ethics policies and their effectiveness.

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 and fair dealings 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 confidentiality, protection of corporate assets, prohibitions against insider trading, avoidance of conflicts of interest, antibribery, financial integrity and political contributions. This document also provides communication channels for reporting suspected violations of the Code and 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.
- All employees, including those who are part-time, 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.
- We annually undergo a company-wide attestation of the Code and other policies, requiring all employees to attest to their review, understanding and compliance with these policies.
- In 2023, substantially all of our employees once again attested to their review of the Code.



Business Ethics

Ethics Grievance Mechanism and Escalation Procedures

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 and confidentially via our 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 2023, 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. 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 2023, we had three product candidates in clinical development and more than seven active discovery stage programs. At present, our lead 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, and is designed to specifically address human rights issues and ensure that the Company upholds human rights across its business operations.

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.



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.

Diversity*

38%

Women

38%

Racially/ethnically diverse

Independence*

Independent Chairman

100%

independence among standing members of Audit, Compensation, and N&CG Committees

88%

Independent Board

Corporate Responsibility

Board oversight of corporate responsibility, with delegated authority to the N&CG and Audit Committees

Stockholder Rights

One-share, one-vote

Refreshment*

6 years average tenure

Qualifications

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

Accountability

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

*All information is as of December 31, 2023.

Diversity Policies and Procedures for Director Candidates

The Nominating and Corporate Governance Committee Policies and Procedures for Director Candidates provide that the value of diversity should be considered in determining director candidates as well as other factors such as a candidate’s character, judgment, skills, education, expertise and absence of conflicts of interest. Our priority in selection of board members is identification of members who will further the interests of our stockholders through their established records of professional accomplishment, their ability to contribute positively to the collaborative culture among board members, and their knowledge of our business and understanding of the competitive landscape in which we operate and adherence to high ethical standards. While our guidelines do not specify assigned weights to particular criteria, our Board and Nominating and Corporate Governance Committee believe it is essential that members of our Board represent diverse viewpoints and that the backgrounds and qualifications of our directors, considered as a group, should provide a composite mix of experience, knowledge and abilities that will allow our Board to promote our strategic objectives and fulfill its responsibilities to our stockholders. Diversity includes race, ethnicity, age, and gender and is also broadly construed to take into consideration many other factors, including industry knowledge, operational experience, scientific and academic expertise and personal backgrounds. Our director guidelines set forth the Nominating and Corporate Governance Committee’s commitment to actively seek out highly qualified diverse candidates, including women and minority candidates, for consideration when choosing director nominees. The composition of our Board currently includes five individuals who are diverse under the Nasdaq listing rule. Under the Nasdaq listing rule, directors who self-identify as (i) female, (ii) an underrepresented minority, or (iii) LGBTQ+ are defined as being diverse.



Data Privacy and Security

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.

Since becoming a public company, we have established 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.

Cybersecurity Training

All of our workforce is targeted with simulated phishing attacks each month and we measure individual vulnerability scores by individual.

Cybersecurity 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.

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 Financial Officer.

Director of Information Technology

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.

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 Director of Information Technology.

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 quarterly, updating them on key risks and observations and facilitating debate and considerations around key security policies.



Data Privacy and Security

Vulnerability Mitigation

Relay Therapeutics uses multiple 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 as well as monitoring users' activity for suspicious behavior that could be a sign of an insider threat.

We use the results of regular assessments 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. Our internal Information Security team has developed 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.

We continue to take important steps toward securing our computer environment, improving the security team's visibility into our technology environments, and investing in a best-in-class identity management platform and strategy. In our computer environment, we are investing in ensuring detection capabilities exist on an account level to detect malicious behavior. Additionally, logging technologies across all technical systems have been leveraged to help detect and respond to malicious activities. Lastly, we have deployed a best-in-class single-sign-on solution and built policies from the ground up to ensure high risk applications enforce two-factor authentication for user access. This platform assists us in limiting overly permissive access and scaling automated provisioning and deprovisioning tasks. We believe this is crucial to strike a balance between security and usability that will support the organizations' growth.



Appendix



Sustainability Accounting Standards Board (SASB) Index



We report information aligned with the Biotechnology and Pharmaceuticals standard of the IFRS Foundation SASB Standards.

Topic	Metric	Code	Disclosure
Access to Medicine	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	Relay Therapeutics does not have these data available because we are a clinical-stage company.
Safety of Clinical Trial Participants	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	HC-BP-210a.1	Please refer to the Patients section of this report, pages 11-17.
	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 2023. 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 2023. 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.
Affordability and Pricing	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	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	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	Relay Therapeutics does not have these data available because we are a clinical-stage company.



Sustainability Accounting Standards Board (SASB) Index

	Metric	Code	Disclosure
Drug Safety	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 2023. 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 does not have these data available because we are a clinical-stage company.
Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	HC-BP-260a.1	Relay Therapeutics does not have these data available because we are a clinical-stage company.
	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	Relay Therapeutics does not have these data available because we are a clinical-stage company.
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-BP-270a.1	Not applicable to Relay Therapeutics because we are a clinical-stage company.
	Description of code of ethics governing promotion of off-label use of products	HC-BP-270a.2	Not applicable to Relay Therapeutics because we are a clinical-stage company.
Employee Recruitment, Development and Retention	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.



Sustainability Accounting Standards Board (SASB) Index



Metric	Code	Disclosure
Employee Recruitment, Development and Retention (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, 2023, our company turnover rate remained lower than the industry average.
Supply Chain Management 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	Relay Therapeutics is a member of the Rx360 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.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	HC-BP-510a.1 Relay Therapeutics has not had any monetary losses as a result of legal proceedings associated with corruption and bribery as of year-end 2023.
	Description of code of ethics governing interactions with health care professionals	HC-BP-510a.2 Not applicable to Relay Therapeutics because we are a clinical-stage company. Our Code of Conduct generally applies concerning our standards for ethical dealings.

Activity Metric	2023
Number of patients treated SASB: HC-BP-000.A	Relay Therapeutics has 3 ongoing clinical trials: <ul style="list-style-type: none"> • Lirafugratinib (RLY-4008): Clinical trial (ReFocus Trial) initiated Q3 2020 • RLY-2608: Clinical trial (ReDiscover Trial) initiated Q4 2021 • Migoprotafib (GDC-1971): Clinical trial (Phase 1a) initiated in Q1 2020 and completed enrollment in 2022. Genentech has also initiated three Phase 1b trials each studying migoprotafib in combination with Genetech medicines.
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3) SASB: HC-BP-000.B	(1) >10 total programs (3 clinical programs, and more than seven active discovery stage programs) (2) 3 programs in Phase 1 as of year-end 2023
Employees (FTE)	323
Office and laboratory space (square feet)	88,105 sq ft



Relay Therapeutics seeks to be sustainable and responsible throughout its operations. As a member of the medical research community, we recognize that understanding our climate-related risks and limiting our carbon emissions is crucial for managing the environmental impact of our company and supporting a more sustainable industry. Our inaugural climate risk disclosure, aligned to the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, illustrates our current processes for identifying, assessing, and managing climate-related risks. As we mature as a company, we intend to continue to advance our enterprise risk management process and work to mitigate climate-related risks as our risk profile changes.



Governance

The Board delegated certain authority to the Audit Committee and the Nominating and Corporate Governance Committee regarding the review and oversight of the company's goals, policies, procedures, and disclosures related to corporate responsibility matters, which includes matters related to climate. The Audit Committee and the Nominating and Corporate Governance Committee jointly have the authority and responsibility to monitor the company's performance related to its sustainability and responsibility goals, strategies, and commitments.

As specified in its [charter](#), the Audit Committee has the following responsibilities related to climate:

- Discussing the company's risk assessment and management guidelines, including taking into account any major financial risk exposures and the steps that management has taken to monitor and control such exposures.
- Reviewing and overseeing the policies and procedures used to prepare sustainability and ESG-related statements and disclosures, including preparation of our annual sustainability report, and reviewing such statements and disclosures before their publication.
- Overseeing and advising the full Board on the company's sustainability and ESG-related engagement efforts with stockholders and other key stakeholders, including proxy advisory firms, non-governmental organizations (NGOs), key ESG ratings agencies and providers.

As specified in its [charter](#), the Nominating and Corporate Governance Committee has the following responsibilities related to climate:

- Reviewing and advising the Board on sustainability and ESG-related shareholder proposals.
- Reviewing and overseeing the company's environment, health and safety initiatives, including but not limited to climate, energy and water use, waste management and occupational health and safety matters.
- Overseeing and advising the Board on goals, strategies, and commitments related to sustainability and ESG, including climate, human rights and human capital management, community and social impact, and diversity and inclusion.

At the operational level, Relay Therapeutics formed a cross-functional Corporate Responsibility Working Team to drive our thinking, progress and the overall corporate responsibility disclosure process. Our Chief Corporate Development Officer serves as the executive sponsor of the Corporate Responsibility Working Team.



Strategy

At Relay Therapeutics, we understand that our company is subject to a number of risks, including those associated with sustainability and climate change, which may affect the longevity and success of our business. To better understand the impact on our business, we have begun identifying and assessing our climate-related risks. To date, we have identified 6 transition risks and 2 physical risks associated with climate change. We aim to develop our climate risk management process further in line with TCFD-aligned guidance over time, by widening data collection and considering climate scenario analysis to identify and assess current and emerging risks and opportunities.

Climate-Related Transition Risks and Impacts

Type	Climate-Related Risk	Impact Description
Policy and legal	Enhanced reporting obligations	As countries aim to reduce carbon emissions to meet ambitious public targets, environmental regulation impacting Relay Therapeutics is likely to increase over time, focusing on reducing energy use and emissions. We may be impacted by emerging regulations, such as the US SEC Rules on the Enhancement and Standardization of Climate-Related Disclosures and State of California climate bills, as well as indirect impacts from current and emerging European reporting requirements. The cost required to comply with additional regulations will likely increase as we are required to invest in both internal and external resources to support the development of required processes.
	Increase in carbon pricing	As companies aim to meet carbon reduction targets, many will be required to purchase carbon offsets. As the demand increases the cost of carbon offsets is likely to increase over time. As we develop our corporate responsibility program and work to set an appropriate carbon reduction target in the future, both due to emerging regulation and increased stakeholder demands, we will have to consider purchasing carbon offsets, which are likely to increase in price over time.
Reputation	Increased stakeholder concern or negative stakeholder feedback	As the world shifts to a lower carbon economy, stakeholders may express a concern for our organization’s sustainability credentials, and ability to align with the corporate responsibility targets and efforts of our business partners. Failing to proactively communicate how we will reduce our environmental impact to keep our stakeholders regularly informed of our initiatives and progress could result in low investment or partnership opportunities. Stakeholder interest has been a driver for the development of Relay Therapeutics’ current Corporate Responsibility program which enables our position as a sustainability reporting leader among development stage biotech companies.
Market	Increased cost of energy and raw materials	Climate change will result in the increased cost of energy over time, as fossil fuels become scarcer, and the world shifts to renewable energy. In addition, supply chain disruptions will likely become exacerbated with climate change, along with wider geopolitical events resulting in increased costs. As companies aim to procure more sustainable materials, which are likely to be more expensive, they can expect increased operating costs for the business. Energy and material costs are likely to rise under most circumstances, posing a risk to company operations.
	Influence of climate-related topics in partnership decisions	Our ability to appropriately address climate-related topics may influence collaboration opportunities with other business partners. If Relay Therapeutics does not align with the ambitious targets and carbon reduction efforts of business partners, there may be a reduction in the access to collaboration opportunities.
Technology	Cost to transition to lower emissions technology	To comply with emerging expectations, Relay Therapeutics may be required to set a carbon reduction target. In order to meet future decarbonization targets, we may need to invest in lower emissions technology where possible which is likely to increase capital expenditures for the business.



Climate-Related Physical Risks and Impacts

Type	Climate-Related Risk	Impact Description
Chronic	Rising mean temperature	Events of extreme, prolonged heat are likely to increase in both frequency and severity as mean temperatures are rising globally and expected to increase over time. As temperatures rise, so does the demand for cooling to maintain optimal temperatures for employees and operations, which may increase energy usage and therefore costs. In addition, this may lead to a risk of power outages due to increased pressure on the grid. Power outages at material sites could result in major disruptions to our business operations.
Acute	Flooding	As a result of climate change, events of flooding are due to increase in severity and frequency. This has the potential to damage our property and equipment which may disrupt our direct operations, increasing costs for the business. Flooding may also cause disruptions within our supply chain through direct damage to stock and delayed delivery times, which could impact our productivity and result in higher operating costs.

Risk Management

As we advance the assessment of climate within each relevant business function, we aim to mature our risk management practices to centralize a register of climate-related risks. This set of risks will be approved by our leadership and embedded into our enterprise risk management process.

Risk Identification

We have begun establishing a process for identifying and assessing the climate-related risks and opportunities which may impact our business strategy and financial planning over time. In 2023, we partnered with a third-party specialist to begin identifying climate-related risks and opportunities. By conducting an internal review of our business, as well as considering TCFD-aligned guidance and industry research, we have identified 6 transition and 2 physical climate-related risks.

Risk Assessment

We assessed the impact of each risk using information relating to our existing business functions, as well as projected changes to both transition and physical risks associated with the nature of our operations and geographical footprint. We considered the impact on our current and future business strategy, operations, targets, and external factors such as stakeholders or market position. Over time we may utilize climate scenario analysis to further inform the assessment of our climate-related risks and opportunities.

Risk Management

In assessing the climate-related risk dimensions described above and how these could potentially manifest at Relay Therapeutics, we assigned the ownership of risks to internal subject matter experts and leaders within the company for their approval and integration into functional strategy.



Metrics & Targets

We believe our energy use is the largest contributor to our greenhouse gas (GHG) emissions from direct operations, and to assess this risk, we track and disclose the following key metrics:

Metric*	2023	2022	2021
Total energy consumed (kWh)	5,987,234	4,209,931	2,875,294
Energy intensity (per employee)	18,536	12,874	11,736
Energy intensity (per rentable square foot)	68	48	62

*Calculations are drawn from the percentage of leased real estate occupied by Relay Therapeutics at 399 Binney St in its larger Alexandria Real Estate One Kendall Square campus and our leased building at 60 Hampshire St in Cambridge, Mass.

We currently have a limited view into the carbon emissions of our leased properties for a variety of reasons. At our existing Binney St location, we are a single tenant in a multitenant building, making it difficult to accurately measure our GHG emissions, and at our second location at Hampshire St we are still nascent in our understanding of steady state usage for our operations and how this translates to carbon emissions. We are currently evaluating our ability to track and ensure the integrity of our emissions data for future reporting. These efforts support our ambition to deploy robust and thoughtful emissions reduction initiatives in coming years. For now, we believe that our energy use is the largest contributor to our GHG emissions and we are taking steps to reduce our energy use and operate more efficiently.

We are evaluating methods to establish baselines to potentially set meaningful climate targets in the future.





RELAY

THERAPEUTICS

399 Binney Street | 2nd Floor
Cambridge, MA
relaytx.com