



# Elements of Inspiritas Culture at Editas Medicine

May 2019



What if You Could Repair Broken Genes? We are Editas

Our Values and Behaviors

How We Think About Goal-Setting and Promotions

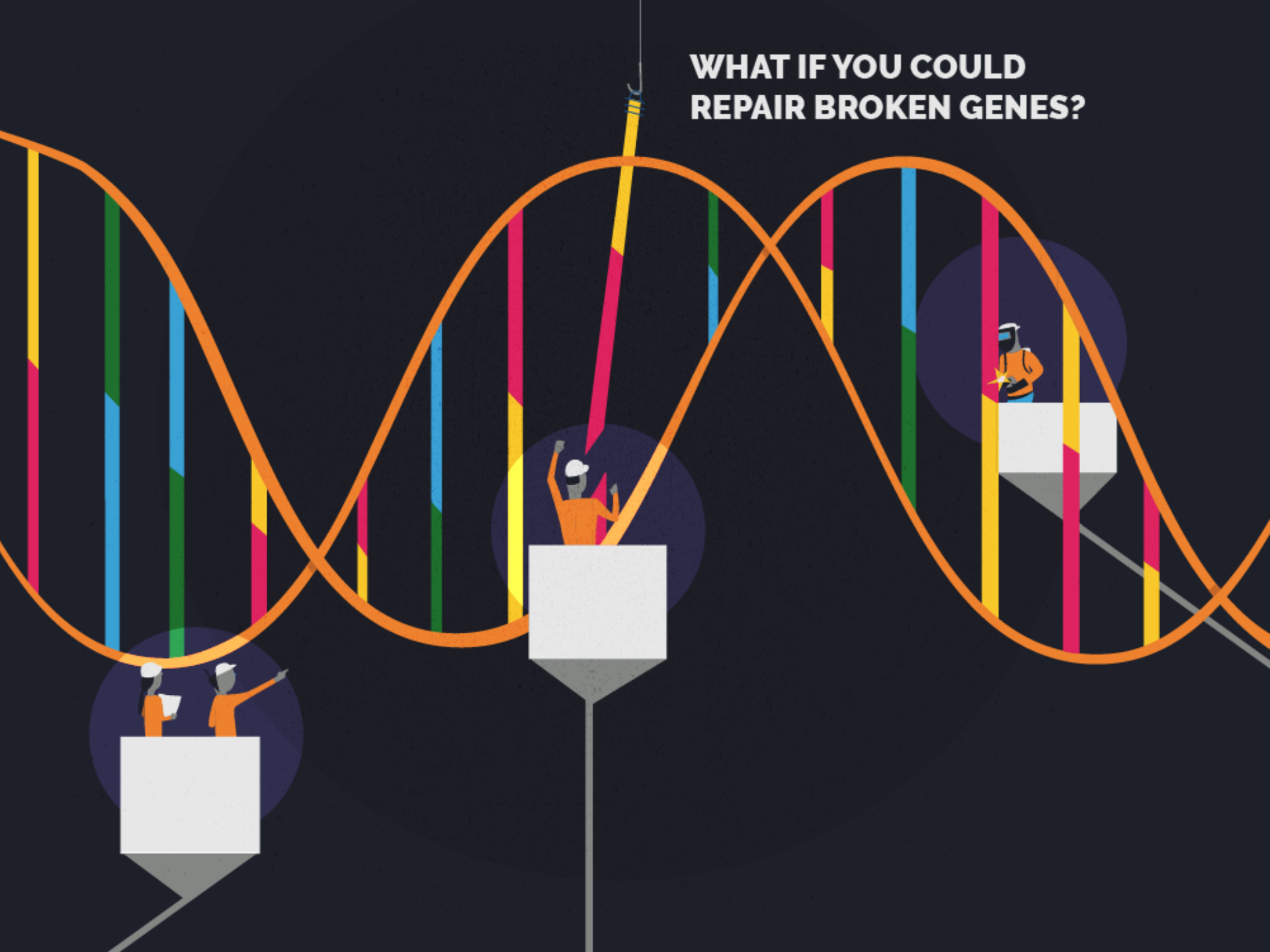
Our Approach to Development and Learning

Joy of Work....and Funitas

You@Editas (Our Total Rewards)

Our Commitment to Patients and Engaging Externally

**WHAT IF YOU COULD  
REPAIR BROKEN GENES?**



Editas Medicine was formed in 2013 to focus on this simple but powerful question.

That single question gave rise to our “Editors” – the amazing employees that make up this special place.





Our founders are world-leading scientists and visionaries from impressive venture capital firms.

They came together in an attempt to harness the power and potential of genome editing to help transform the lives of people with genetically-defined and genetically-treatable diseases.



We are a different type of biotechnology company.

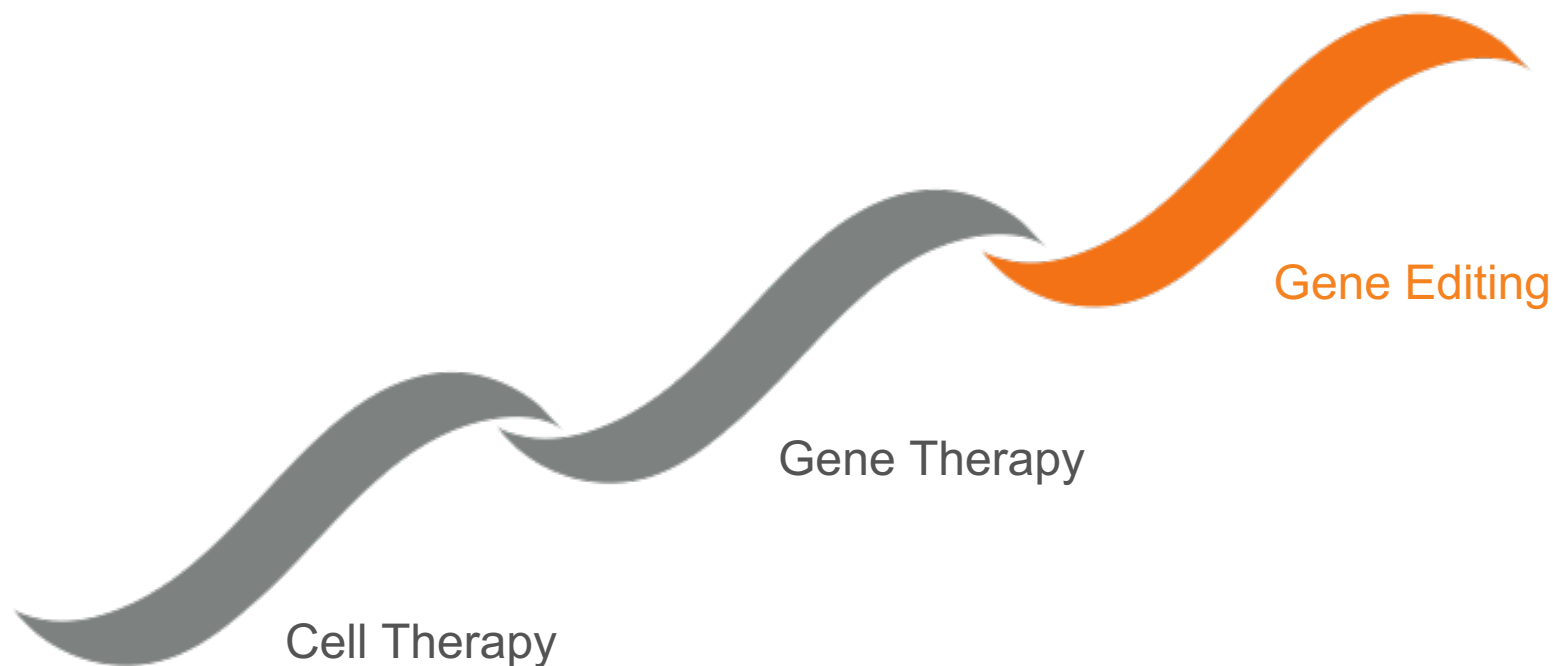
We are helping pioneer a very promising, cutting-edge new field.

Our corporate headquarters is located in Cambridge, MA, and we have a significant and growing site in Boulder, CO.

We are a young and vibrant company – full of hope, possibilities, and a belief that, working together as **One Editas**, we can truly revolutionize the development of medicines to help people living with serious diseases around the world.

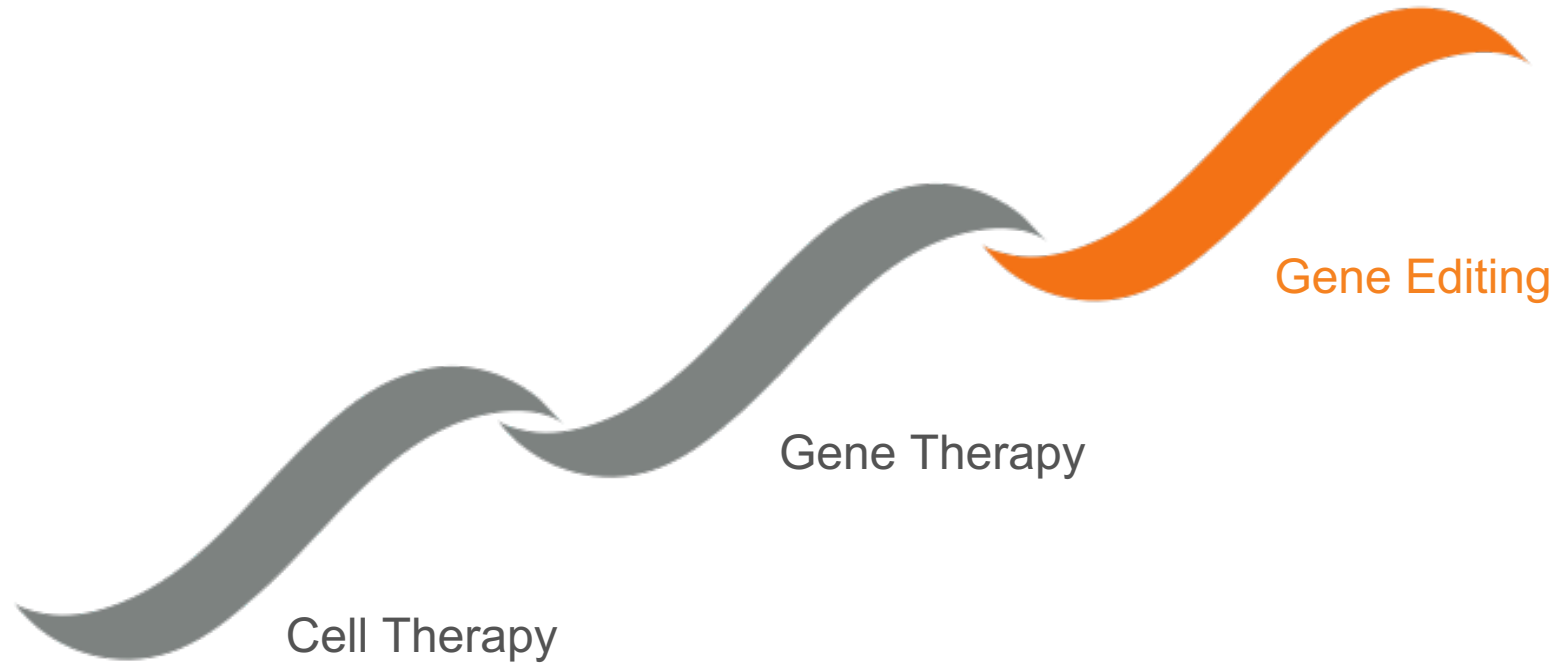


# | We Think About Genomic Medicines Differently



There have been significant waves of progress in cell therapy, gene therapy, and most recently, gene editing.

In fact, we are amid an exciting **inflection point** where we are now seeing the first real products emerge to help patients.



These powerful waves are now beginning to overlap.

The strong emergence of gene editing is expanding the universe of what medicines are possible as genome editing is combined with these other modalities.

We also think about **our culture** a bit differently than most biotechnology companies.

Culture is not just a fad.

It's the way we behave when no one is watching.

It's the way we do things around here.

We are Editas.

In 2018, we decided that we should name our culture **Inspiritas**.

As we thought about it, we felt the name Inspiritas captured the Editas culture for two reasons.

First, it describes how truly inspired we are by the amazing science of genome editing, the patients we aspire to serve, and each other, as Editors, as we learn and grow as individuals, teams, and as a company.

Second, when we can, we really like to name things that matter to us with cool names that end in “itas”

Throughout **Elements of Inspiritas**, you’ll see and learn more about important and fun words for us such as:

Creditas  
Maturitas  
Integritas  
Valoritas  
Meditas  
and.....

Funitas



To ensure we are moving with a purpose as we grow and change as part of our long journey, we are attempting to build a **culture by design**.

This overview highlights many of the important elements of our Inspiritas culture – not on every day, but **on our best days**.

This is an important point.

As Editors, we have many strengths, as individuals, in our departments and teams, and as a Company. We are also **a great work in progress.**

We make mistakes. We have shortcomings. We have and will face even more setbacks.

We know we won't perform our best every day. But the way to get close is to **create it, communicate it, empower it, expect it, reward it, and live it.**

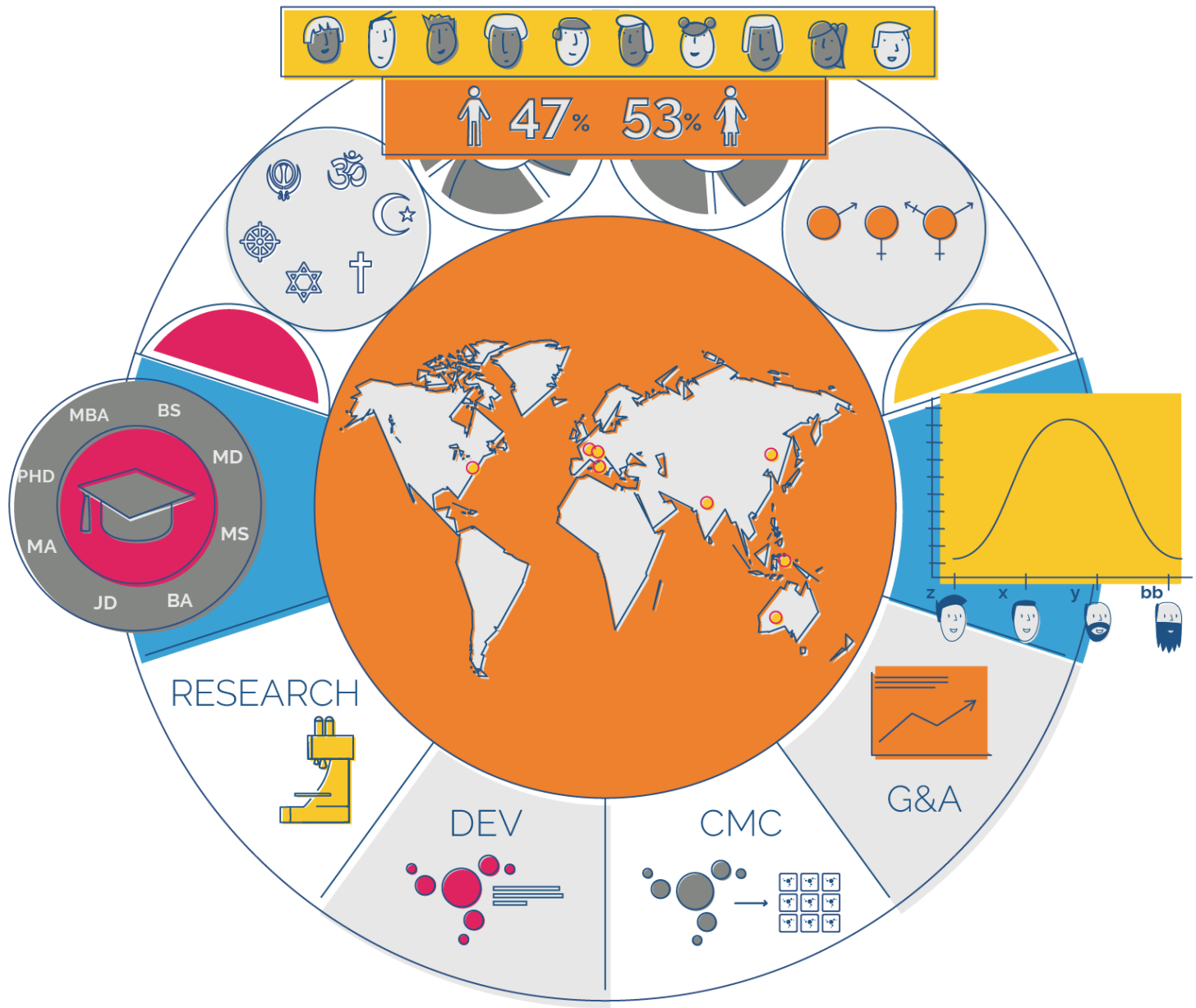
We also believe that by taking the time to outline major elements of our culture, it will help us in a few ways:

- Transparency and expectation-setting – it helps forge alignment and accountability; we received feedback that this was important to Editors, we heard the feedback, and we acted
- Managing growth and recruiting – we are growing tremendously, and this document helps us forge a common language and community
- Tool to help managers — it pulls together many items in one place, which efficiently helps managers and employees
- Dynamic – we will plan periodic updates, as our Inspiritas culture continues to evolve as we grow and change
- Differentiation – a lot of biotechnology companies talk about culture; we took the time and used discipline to put our ideas into writing; not many companies do that, and we believe it will be a differentiator in a competitive biotechnology market

We are a also diverse group, and **this diversity is a is a critical ingredient** as we continue to build our Inspiritas culture and help pioneer a new field of genome editing.

We are building a diverse Editas community that is welcoming, inclusive, supportive, and respectful of everyone.

We value all forms of diversity, including diversity in perspectives, thought, education, gender, and background.



Diversity is a critical ingredient.

It is also important that Editors realize we must all be accountable for our Inspiritas culture - because we all have a major stake in its success.

### Our Creed

Advance the science, share the **creditas**

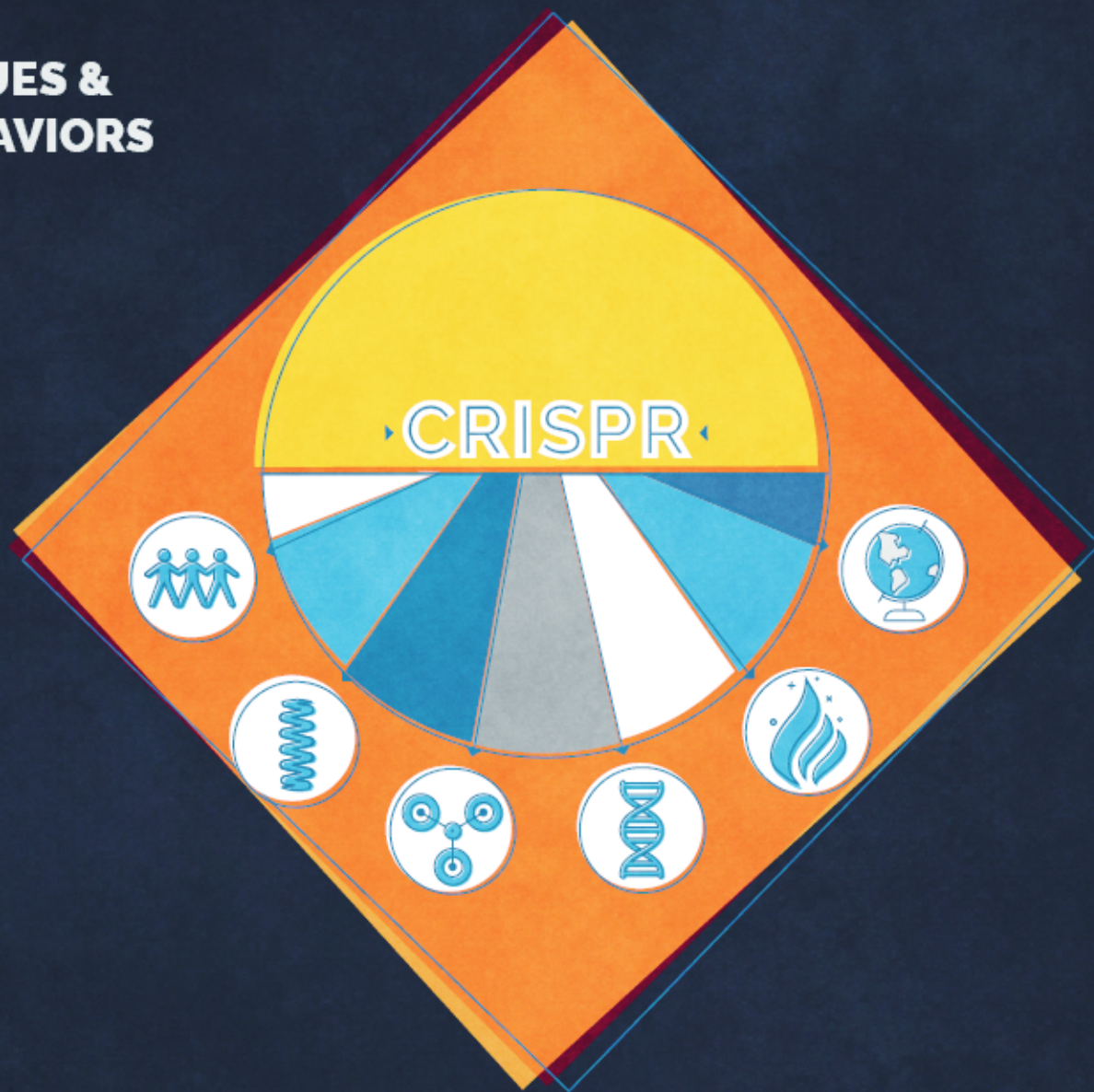
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Embracing challenge, with **integritas**

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Breakthrough medicines, in genome **Editas**

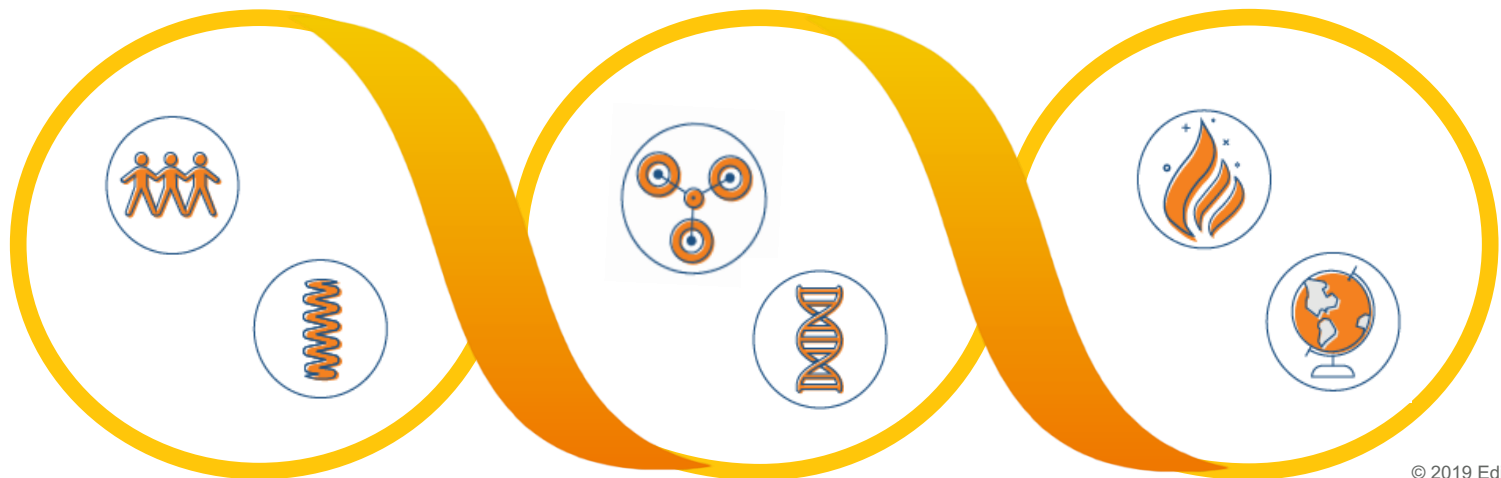
## VALUES & BEHAVIORS



Our values are the critical foundation upon which we have built – and continue to grow – the culture at Editas Medicine.

They reflect how we think about **the patients we aspire to help, the science we do, how we operate as a company, and who we hire.**

Living our values starts with ensuring all Editors clearly and consistently understand what our values mean and can translate the words into actions and behaviors every day.





This means that all Editors are expected to:

- Foster teamwork, cooperation, collaboration, and partnership
- Model openness and transparency in communication
- Promote and sustain an organization that acknowledges and values differences
- Celebrate successes and learnings from failure
- Recognize and appreciate others' contributions





# We are **Resilient**, Embracing Risks & Making Tough Decisions

This means that all Editors are expected to:

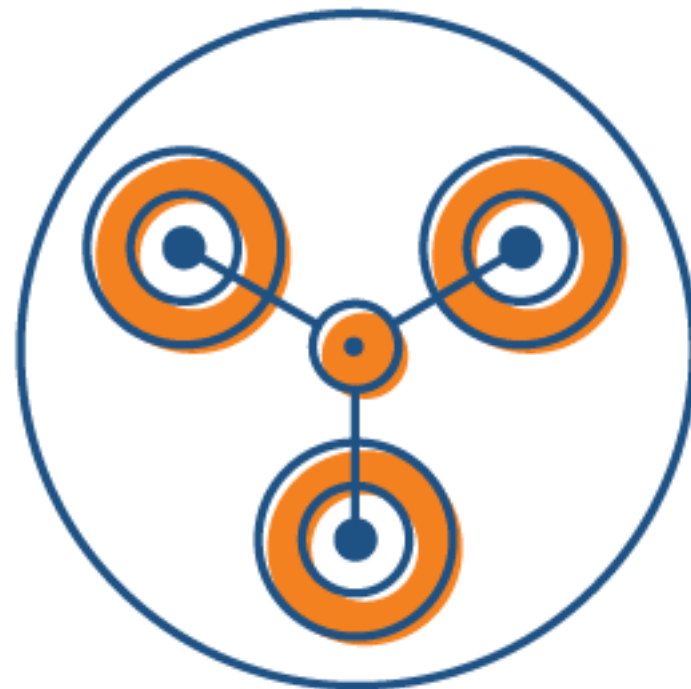
- Appreciate that you may encounter a mountain of failure to get to success
- Actively build a learning organization
- Share knowledge, build skill, and foster improvement
- Accept, encourage, and adapt to change and challenges while supporting others
- Maintain a sense of optimism and Maturitas





This means that all Editors are expected to:

- Demonstrate a proactive and creative approach to drive opportunities and solve problems
- Respectfully challenge assumptions
- Embrace suggestions from others and open to try new ideas
- Align and focus team/organizational resources to translate ideas into action and execution



This means that all Editors are expected to:

- Align personal performance objectives with organizational priorities
- Demonstrate rigor and quality in one's own work
- Use data to ask and answer questions to make the best decisions possible
- Inspire self/team to deliver work that sets the highest standards
- Maintain a strong awareness of external environment and trends



This means that all Editors are expected to:

- Demonstrate initiative in all you do, not just the things you like to do
- Create a culture of accountability and ownership
- Lead by example and act as a role model
- Understand the impact of individual actions, behaviors and work on others and the business
- Keeps patients' interests at the heart of everything you do



This means that all Editors are expected to:

- Make clear, transparent, and timely decisions
- Pioneer an entrepreneurial spirit to do amazing things
- Identify opportunities to advance Editas Medicine's patient-centered mission
- Inspire self and others to set and achieve challenging goals
- Be willing to lead, willing to follow, and willing to be part of a team



**Every Editor is expected to model our Behaviors and Values.**

It is **all** of our jobs. This is important.

How we put actions to our words:

- ✓ We have developed and use interview guides that probe on our Behaviors during the Recruitment process
- ✓ Behaviors account for 50% of the Year End Performance Assessment
- ✓ Behaviors are considered as part of the Promotion Assessment
- ✓ Our spot award program, Creditas, is tied to demonstration of the behaviors
- ✓ Each of our All Editor Offsites has a day that is focused on People and Culture

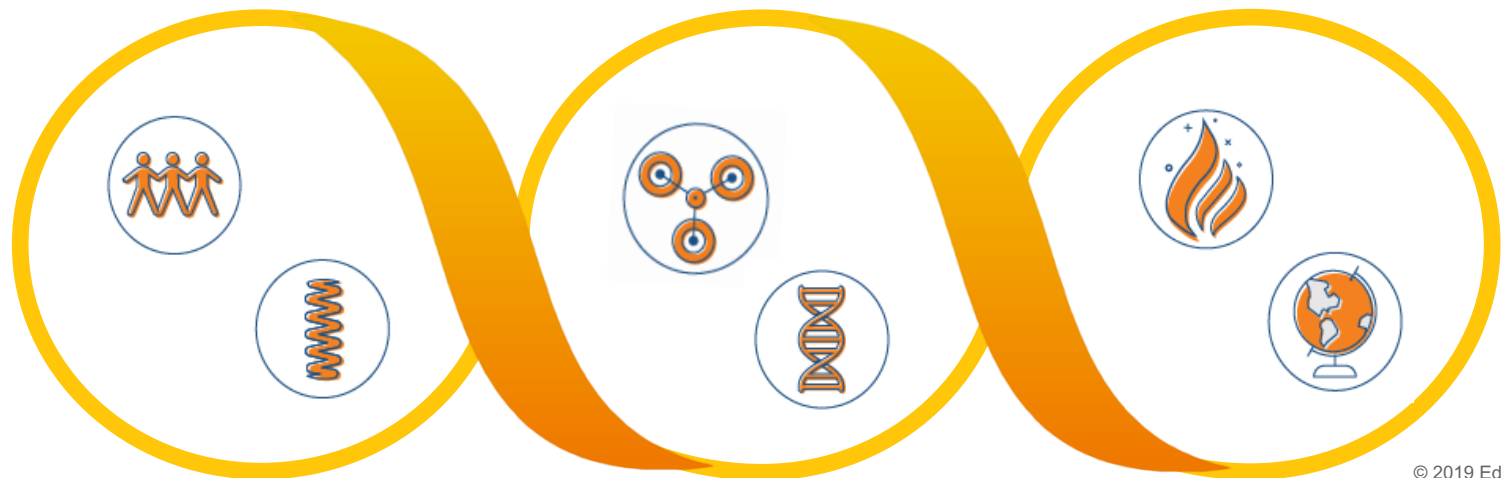


Living our values is a journey. A journey that will bring growth and change.

Navigating our journey successfully requires seeking out and then listening to the feedback and insights from our Editors.

Feedback from the past year told us it is time to take a fresh look at our values to ensure they continue to best support the achievement of our long-term vision.

We've committed to forming a working group of Editors in 2019 to lead a values review to help shape the next phase of our Company's growth.





## GOAL SETTING



At Editas Medicine, we are in the business of pioneering truly amazing science in an effort to help people living with serious diseases. Right from the start, we are attempting to do big, bold things that have never been achieved before.

And we know patients are counting on us.

Given this, we are not about setting safe and easy goals because low expectations just are not in our DNA.

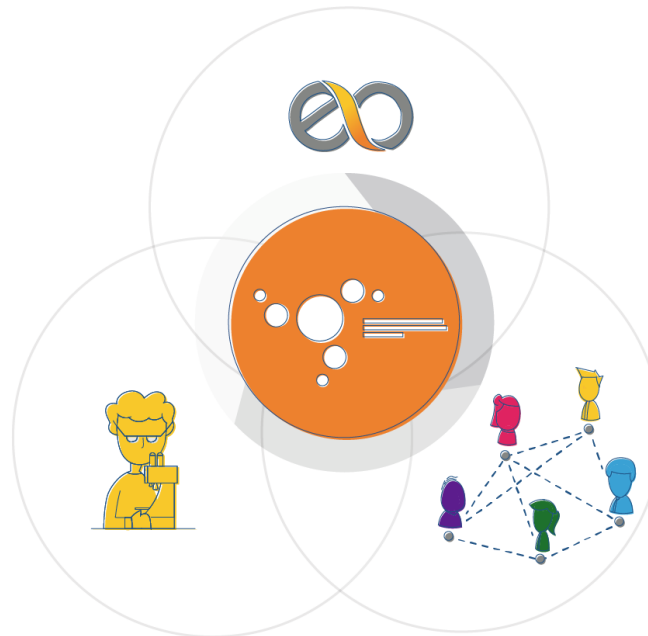
At Editas Medicine, our goal setting philosophy can best be summarized as the following:

- **We set goals each year at an ambitious level.** We consciously set goals that are ambitious...but achievable. We write our goals with a clarity on definitions of achievement and overachievement/stretch.
- **We measure outcomes, not activity.** Appreciating the dynamic tension of measuring, for example, outcomes around exploratory science in a twelve month timeframe.
- **We review progress regularly.** We believe it is important to regularly review our goals and make adjustments if/as needed.

We expect individual goals to reflect our corporate goals. We are ambitious in our goal-setting across the organization and we reward based on that.

At Editas, we pay for performance.

We are all owners of our success. Overall corporate goal achievement is linked to every Editor's compensation at year-end.



As important as annual goal setting is, when we thought about building Editas Medicine for the long-term, we felt we needed a larger framework to measure our success.

Something that would help us better define our bold vision for the future and the extraordinary opportunity to harness the power and potential of cell therapy, gene therapy, and genome editing to deliver precision genomic medicines for people living with serious diseases.

This led us to what we call Editas Medicine 2022, or EM22, which we believe are ambitious but achievable long-range goals that take us from 2018 to year-end 2022.



We believe that by achieving EM22 we will be at the beginning of a diverse, robust genomic medicine portfolio which will result in many Investigational New Drug applications in 2023 and beyond.

At Editas, we consider promotions an important way to recognize the impact of roles and people in the organization.

We assess promotions in a way that is consistent, equitable and competitive allowing us to sustainably attract, develop and retain Editors and to successfully achieve our goals & mission.



# | How We Think About Promotions

When we think about promotions, the starting point is ensuring we are hiring the right people into the right levels, at all levels, of the organization.

So a lot of diligence goes into assessing the appropriate level at the time of hire, building strong and accurate job descriptions, and then organizing the interviewing process, and related feedback, really well. If we do these things well, all Editors start off on the right foot.

As an early, science-based organization, we've spent time talking about what does, and does not, get you promoted at Editas Medicine.



Let's start with what does not get an Editor promoted

- A really good job on one project
- Hard work
- Checking boxes off of a career ladder
- Time/tenure with the organization
- Popularity

These are not criteria to justify promoting someone.

What does get an Editor promoted?

- There are two core dimensions we consider when assessing readiness for promotion:
  1. Technical and/or Functional Readiness
  2. Behavioral Readiness
- At more senior levels, we also consider the scope of the role as defined in a job description.



# Promotions Are One Element of Recognition

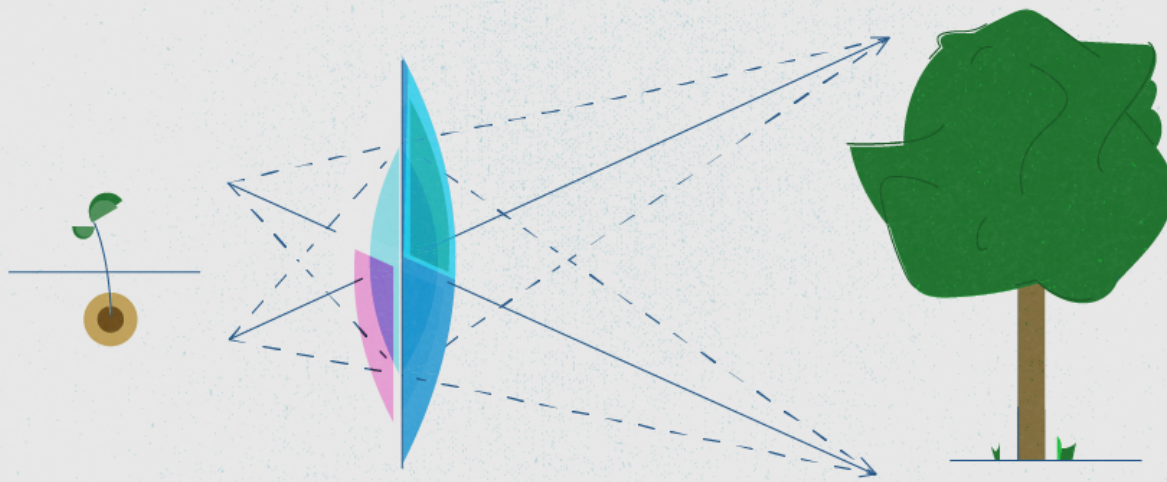
Promotions are one way to recognize the impact of roles and people in the organization, but they are not the only way.

We pay a lot of attention to the many ways we can recognize Editors that will be meaningful to them individually.

This includes things like:

- Stretch assignments in current role
- Developmental assignments & projects
- Formal & informal mentoring & coaching
- Dedicated focus & resources for individual development planning, “Summer of Development”
- Internal & external speaking / presenting opportunities
- Creditas

## OUR APPROACH TO DEVELOPMENT & LEARNING



At Editas, we are passionate about the **growth & development** of Editors. We've made this a priority and we take a slightly **different approach to development** than most biotechnology companies.

As we thought about Editor development, and its importance in building an amazing company for the long-term, a few things informed our decision to make this a priority for our Inspiritas culture.

1. **We listen** — Given our employee demographics, and the early stage of our company, we receive a lot of feedback that this is important for Editors; we want to be responsive
2. **We are pioneering a new field** — there is a lot to learn in CRISPR genome editing; that is a tremendous part of the excitement of working at Editas; development of people helps in this regard
3. **We are Resilient** — Resilience is one of our values for a reason. Resilience speaks to the reality that all successful biotech companies, at some point, face what we think of as “soul-crushing moments” — tremendous setbacks that challenge the organization; as individuals and teams, we also will experience setback; developing a Resilient workforce better prepares a company for future challenges
4. **We have personally benefitted from development** — for many of us, someone took the time over the years to help us develop as individuals; we haven’t forgotten, and now it is our turn to help others



# Development as a Priority – Philosophy

Careers are built through experience and the opportunity to learn and develop different knowledge, skills, and abilities through those different experiences.

At Editas, we believe there is no magic formula to career progression; each individuals' path & progression will be different.

Here's how we think about development.....it really starts with you.

Why do we say this?



# Development as a Priority – Philosophy

Think for a moment about the arc of your career. Over your entire career, you hopefully will work with some amazing managers and be part of very special organizations, such as Editas, that truly care about your growth and development.

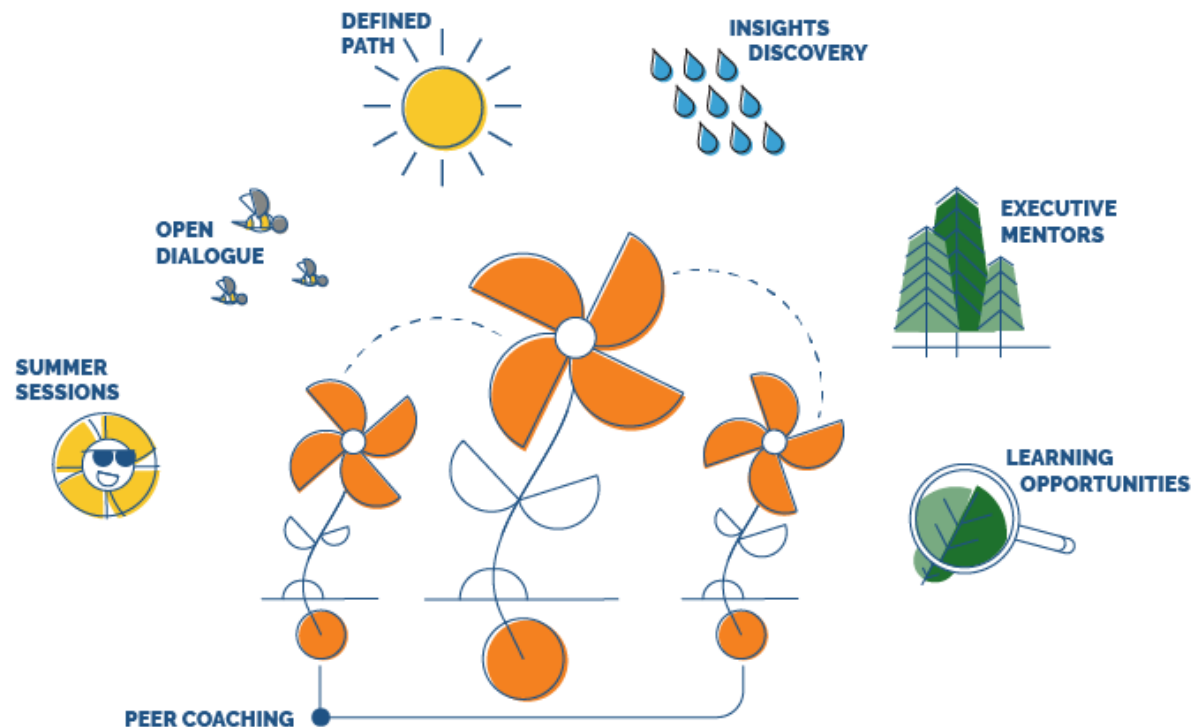
But your growth and development is most important to you and therefore **YOU are the true owner of your development.**

Said another way, our view is that development is so important that you don't want to outsource it to someone else. We want to help you and partner with you on this journey. But our expectation is that you own it for your entire career.



So what is our role in helping you and partnering with you on your development?

Here are a few things we have put in place to demonstrate our commitment to this partnership...





While we work on development throughout the year, we **dedicate our summers** to keeping development plans current and engaging in programs with a particular focus on growth & learning.

We call this effort our Summer of Development.



# Individual Development Plans

Development is an expectation, and we want to help Editors by providing a certain amount to structure and organization. One area where we do this is via Individual Development Plans.

To identify where we may want to pay particular attention in a given year, we ask each Editor to create (or update) a simple Individual Development Plan focused on

- The strengths you have that you want to continue to build out and leverage?
- The gaps in experiences or skills you want to close?
- The actions needed to support your continued growth & development?

We ask Editors to build/update their individual Development Plans one time per year, during our Summer of Development.

The diversity of our employees allows for **peer coaching and mentoring across the organization.**

We engage with employees and managers across the organization for different coaching and mentoring opportunities as an element of individual development.



## FOR THE MENTOR

- Leverage your perspective and experience
- Identify future potential of the person they are mentoring
- Learn and develop yourself from the process
- Enjoy the success of the mentee
- Recognize your mentoring skills

## FOR THE MENTEE

- A source of knowledge and experience to tap into
- A sounding board to discuss ideas and approaches before action is taken
- An opportunity to think about things in a different way
- An opportunity to develop skills by observing others
- Support and challenge in formulating a clear sense of personal direction

## FOR THE ORGANIZATION

- Increased levels of motivation from those involved
- Sharing of knowledge and experiences and best practice as standard working practice
- Innovation and continuous improvement in the way that employees approach their work



An informal partnership between an employee and a member of our Leadership Community. Our Leadership Community is comprised of our Senior Directors, Vice Presidents, and Senior Vice Presidents.

This partnership helps an Editor focus on building and refining development goals and ensuring quality, actionable development plans. This is a commitment that lasts for the duration of the development planning period.



# Building A Flexible Learning Organization



In addition to individual development, given the rapid growth and change in our organization, we've spent time thinking about how we want to continuously build Editas Medicine's culture as a **flexible learning organization**.



# Building A Flexible Learning Organization

We think of this as having two important parts.

The first is **to approach growth and change with the right mindset.**

As we face inevitable challenges associated with building the company, we don't want to simply see every obstacle as an event to get through.

We want to approach these issues and challenges not by asking, "How do I just fix this and get it behind me as quickly as possible?"

But rather think of it as, "How do I have the right perspective on it?"





# Building A Flexible Learning Organization

That is because in a busy, rapidly changing company, there is typically no magic formula to be found. It is normal and natural to feel a bit uncomfortable when pioneering new things.

It is important to see these moments as an opportunity to slow down, focus, gather and center ourselves...and then to help other teammates who might also be struggling.

This is about bringing the right perspective and mindset.



# Building A Flexible Learning Organization

The second part of our building a great learning organization is to focus on regularly **debriefing on projects and issues**.

This is about having a **candid discussion** about what went well, where we could improve, and what lessons we have learned (and are applying) on this project, and other future projects.

It is about listening, learning, and applying lessons to solve problems....skills we can always improve upon.

We don't tend to want to make these debriefs large undertakings. Instead, our preferred approach is to make them thoughtful but relatively brief to ensure we actually do them in a timely manner.

A significant part both building a great learning organization and working on Editor development is our All Company Offsites. These happen over two days in the fall every year, and we make it a point to focus on learning about our business, strengthening us as a team, and building our Inspiritas culture.

### **One Editas**

*continuing to build a  
High Performing Editas  
Team for 2019 and  
Beyond*

### **Inspiritas Culture**

*finding inspiration &  
connection to one  
another and to patients;  
celebrating our  
accomplishments*

### **Learning Organization**

*gathering insights &  
perspective internally &  
externally to help us on  
our journey*

### **EM22 and ME**

*understanding our  
long-term vision &  
priorities & each  
Editors role in  
achieving them*



These are an inspiring two days – and they have generally been viewed as a great example of Editas on some of our very best days.



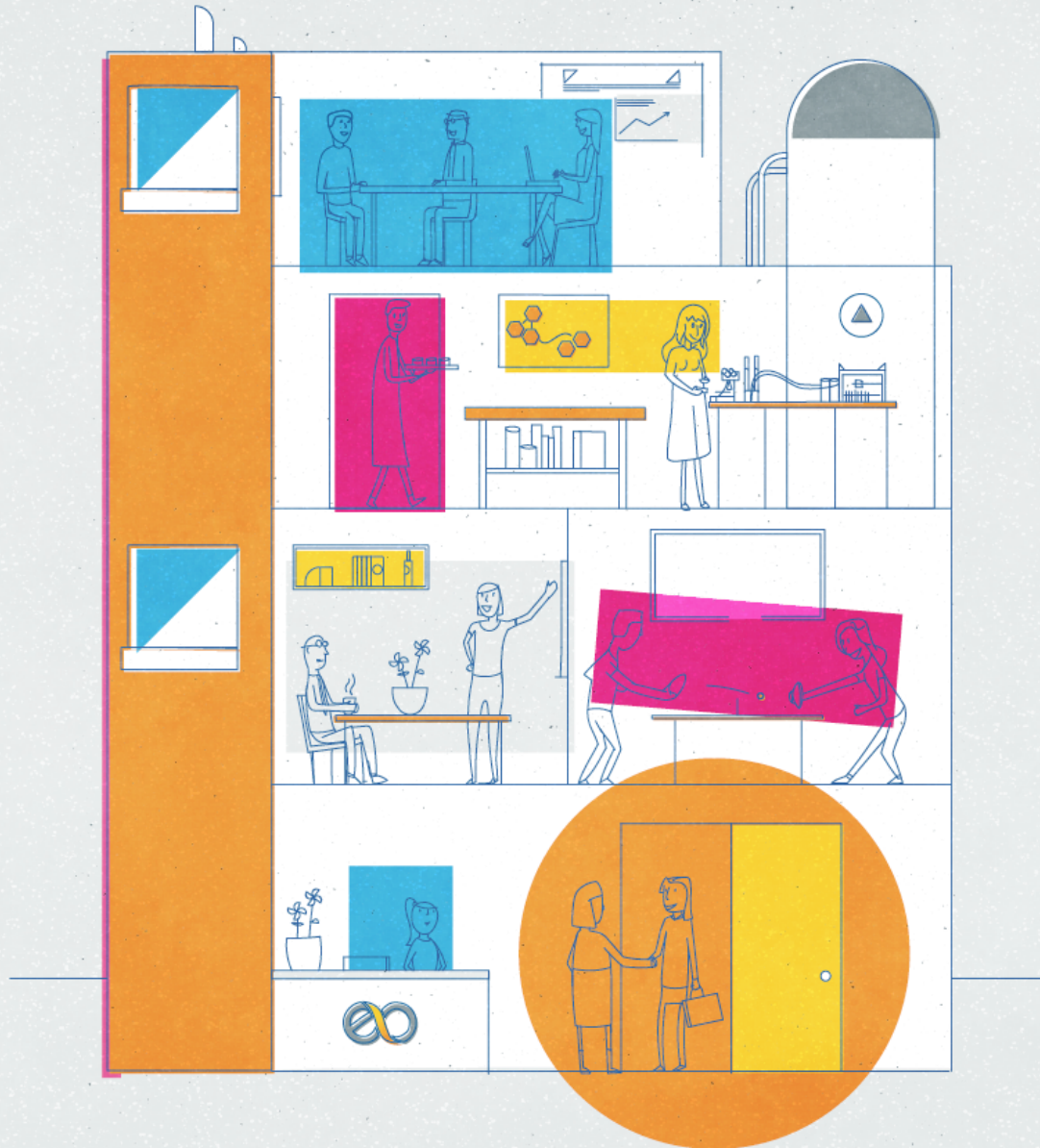
Like all organizations, in the end, some Editors decide that their best, next opportunity is with another company. While that can be a regrettable event, we must demonstrate the Maturitas (maturity) in those moments...and to have the perspective that really good people move on to other organizations.

In those cases, we are happy for the departing Editor. These are our friends and respected colleagues. They have helped form and shape our company, and all of us, as Editors. So if they are excited about a new opportunity, we need to share in that excitement, even if we are sad to see them leave.

Importantly, former Editors get to join a celebrated status that we call “**Editas Emeritas.**” We wish them all the best, and hope they will stay in touch with us in the years ahead.



## JOY OF WORK



Just because it is called “work” doesn’t mean you can’t enjoy it.

In fact, from our experience, people are more engaged and motivated when work is also **highly enjoyable**.



One of the more unique aspects of our Inspiritas culture is what we describe as our **joy of work**.

Joy of work relates to our intense interest in and passion for driving the science of genome editing to help people living with serious diseases and building our company, and the broader field for the long-term.



But it also is the small things, the intangibles you don't find everywhere.

It isn't what keeps us up at night, but what helps us get up in the morning.

It is the **laughter** you hear in meetings.

It is **helping** each other with amazing new experiments.

It is **working** through a new partnership.

It is **collaborating** with fellow Editors to help them **develop and grow**.

At Editas, joy of work is the ability to explore your **passions**.

Editors are working on projects that are important to them. This could be a scientist in the lab, an accountant working on financial statements, or an employee charting new territory doing something that has **never been done before**.

Their individual achievements are also achievements for the company – and often times, the broader field of genomic medicine.

Joy of work is not about parties (but we do have those, too!). Joy of work is about **doing important work....that you love...in a place that you love to do it.**

It is also about recognizing people for being **role models of our Values and Behaviors.**



#revolution



#community



#passion



#ingenuity



#science



#resilience

At Editas, we want to acknowledge and recognize when team members are role modeling our Values and Behaviors.

Through our **Creditas** recognition program, anyone can recognize a fellow team member, across the organization, with a Creditas Award.

We ask Editors to document the recognition and Slack it!

At Editas, joy of work also recognizes that it's a social world.

**Community** is important to us.

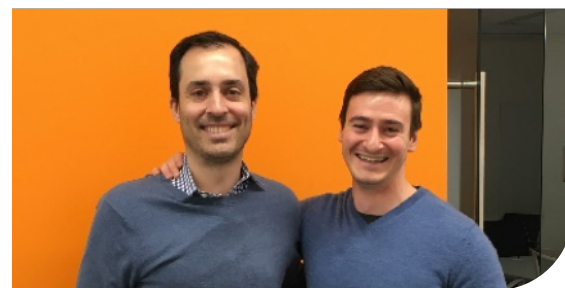
We want our Editors to enjoy coming to work not only because of the great work they get to do, but also to connect with the people they get to work with.

So, don't forget the Funitas

What do we mean by Funitas?



Looking to keep up with company news, lab happenings, papers, and even pets? How about who wore it best? Fantasy Football? Join us on our Slack channels, covering all of the above and more!







Looking for **Funitas** outside of the office, too? Join your fellow Editors for company-sponsored activities, such as:

- Kayaking
- Red Sox games
- JP Morgan Corporate Challenge
- Charity walks

We also have an employee-led culture committee, **Valoritas**.

The Valoritas team works to ensure our day-to-day culture reflects our company values.

They organize an internal/external speakers series and learning opportunities for all Editors.

They lead community team building events.

And they run employee-lead forums to help foster the culture and help build the company – and the culture – for the long-term.





At Editas, we have designed a suite of programs, which we call **You@Editas**, to provide value and to support the needs of Editors which includes Compensation, Benefits, Work-Life Integration, Performance Management, Rewards & Recognition and Development.

Our Total Rewards package for You@Editas is designed to work for Editors and their families at any life stage. We provide Total Rewards options that give Editors the flexibility to customize based upon their current benefit needs.



Here are a few examples of our Total Rewards designed for You@Editas...



We want Editors to be here and immediately become a part of our Editas Community – that means **receiving value from the start**.

At Editas, one of our great benefits is our 401(k) match. No matter what your life stage, we think it's important for Editors to be planning for the future. To that end, we have designed a 401(k) matching program to benefit our entire population.

We match 200% of first 3% deferral up to \$6,000 for all 401(k) plan participants. And vesting is immediate.

This gives all Editors the opportunity to access the same match benefit.

We expect our employees to deliver on their objectives and model our Values and Behaviors. We also expect them to take time-off to **refresh and recharge**.

Editors are responsible for managing their time at work, and in that spirit, they are also responsible for managing their time away from work.

While we expect that Editors will take at least 3 weeks of time-off in a given year, we give them the **flexibility to determine** how much time-off they need and when they need to take it.

We realize time-off needs will be different for everyone, and may be different from one year to the next. A flexible time-off structure is inclusive and allows each individual to structure time-off their way, while ensuring all of their work still gets done.

Employees are responsible for working with their managers and teams on coverage and scheduling when they take time-off.

We also have a zero deductible medical benefits plan.

How that works?

On an annual basis, we fully fund your individual or family deductible through a Health Savings Account. This is a significant benefit because funds deposited to your Health Savings Account are yours – if you don't use it, you don't lose it. Unused funds are portable and go with you, wherever you go.





A healthy **YOU** is the best **YOU**.

In addition to our robust benefits offerings, we have designed a Wellness Community to provide active & balanced work lifestyle for our Editors.

Need some time to decompress?  
Try our yoga program

Feeling fit? Go for a team run or  
boot camp

**COMMITMENT  
TO PATIENTS  
& ENGAGING  
EXTERNALLY**

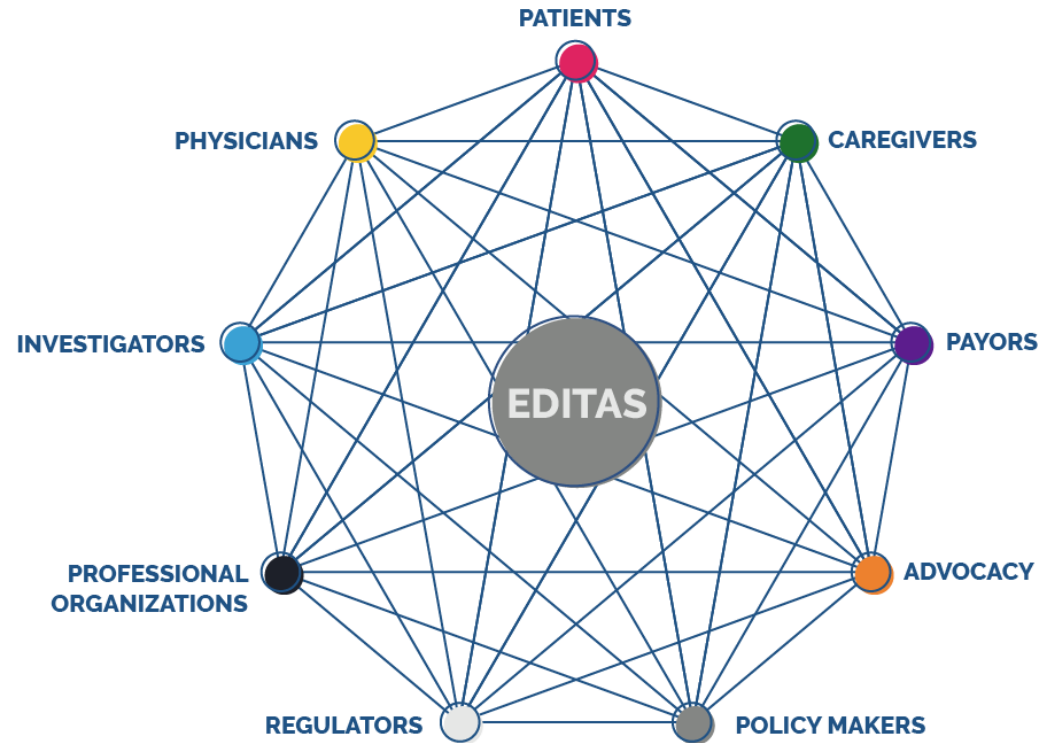


# | Our Commitment to Patients and Engaging Externally

We're acutely aware that genome editing represents a fast-moving, potentially disruptive technology that often evokes both great hopes and, at times, very legitimate questions and concerns for people.

At Editas Medicine, we believe it is part of **our responsibility to engage** a wide range of stakeholders in a **highly transparent and respectful manner**.

As part of this outreach, we focus on **active listening** to better understand the perspectives of others.



# | Our Commitment to Patients and Engaging Externally

We try to bring this respectful engagement mindset to many important and diverse stakeholders, including global regulators, leaders in science and medicine, policy leaders, bioethicists, religious leaders, and trade associations.

This allows us to meet with people, explain what we are doing and how we are doing it, listen to better understand the perspectives of others, take feedback, and make changes in our approach.



# Genomic Medicines Will Require New Payment Models

Part of the promise of pioneering a broad new class of genomic medicines for patients is to one day help transform their lives through the durable benefit of a therapy.

This model may not only challenge the way patients think of their diseases, but also challenge traditional payment model.

That is why we are working with leading organizations that are on the vanguard of thinking about new payment models as a way to ensure patients have access to these potentially transformative genomic medicines in the years ahead.





In the end, the patient is, and must be, at the center of it all.

For all the excitement around the science of CRISPR-based genome editing, **we are ultimately a failure** as an organization if we cannot translate the power and promise of the science into **real medicines that help patients**. That is the goal.

But we know that if we try to do this on our own, we will certainly fail. That is why we partner with leading organizations to help us on this long, difficult, but critically important journey.



There are millions of people living with a condition which a CRISPR based medicine has the potential to address.

They are why we do what we do!



## *The Editas Commitment.....*

- **Engage regularly**, seek out opportunities to learn from the communities we aim to create a treatment option for, bring their voice into the decision making and development plans.
- **Listen actively**, health and treatment is deeply personal and there are similarities and differences across all rare disease and across individuals affected by the same disease.
- **Engage authentically**, we are cautiously optimistic yet there is still much to be learned. Through transparent communication about Editas and our science we will we will ensure expectations are realistic.



We don't have to look hard to find someone with a disease that may be touched by one of these future medicines.

Every one of us knows someone. It may be a neighbor, a colleague, a parent, a sibling... a spouse, a child.

We're developing medicines to treat those diseases, and the way we see it....



**Repairing broken genes is just the beginning...**



# Final Thoughts on Inspiritas Culture

As an early-stage, rapidly growing and changing company that is a pioneer in the field of genomic medicine, we know our journey is a long one. It is also an incredibly important one.

Building our company and our Inspiritas culture is a critical part of this journey.

That is why we believe it is important to establish and communicate elements of our Inspiritas culture.

This document is a window into our Inspiritas culture – Editas Medicine on our best days.

We know there will be days when we come up short, and we will periodically update this document to reflect changes in our culture. But our goal is to have more of our very best days in the future.

We hope you have enjoyed learning about the elements of our Inspiritas culture. Please visit us at [www.editasmedicine.com](http://www.editasmedicine.com) to learn more about the special company we are building.



In genome Editas

