

WARBY PARKER

# Impact Report



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# A Message From Our Co-CEOs



Over the past 13 years, our team has worked hard to reshape the way people access vision care, focusing on continuously improving products, services, and experiences that help the world see. As we reflect on the lessons we’ve learned and the milestones we’ve reached along our journey—including closing out our first full year as a public company in 2022—we feel a deep sense of gratitude to our stakeholders, in particular our own team. Their unwavering commitment to the core values that have guided us from the very beginning—focusing on innovation, integrity, and impact—has enabled Warby Parker to delight millions of customers and unlock access to more affordable, quality eye care.

As we continue to scale, we remain committed to a stakeholder-centric approach in every decision we make. We track and publicly report our impact on stakeholders in an annual report following the Global Reporting Initiative (GRI) framework.

2022 was a year that forced us to lean on our team’s biggest strengths—our agility, our drive for constant improvement, and our commitment to delivering remarkable customer experiences. As our business grew, so did our impact: By the end of 2022, over 13 million pairs of glasses had been distributed through our Buy a Pair, Give a Pair program to people in need around the world. That’s 13 million more people who now have the glasses they need to succeed at work and in the classroom. We’re enormously proud of and grateful to Team Warby for the impact they create every day.

**NEIL BLUMENTHAL**  
Co-founder and co-CEO

**DAVE GILBOA**  
Co-founder and co-CEO

## About Us

Warby Parker was founded with a mission: to inspire and impact the world with vision, purpose, and style.

We're constantly asking ourselves how we can do more and make a greater impact—and that starts by reimagining everything that a company and industry can be. We want to demonstrate that a business can scale while doing good in the world, without charging a premium for it. And we've learned that it takes creativity, empathy, and innovation to achieve that goal.

Since the day we launched in 2010, we've pioneered ideas, designed products, and developed technologies that help people see. We offer everything you need for happier eyes, from designer-quality glasses and contacts to eye exams

and vision tests, at a price that leaves you with money in your pocket. You can meet us online, at our stores, or even in your home. Wherever and whenever you need it, we're there to make exceptional vision care simple and accessible. (Delightful, too.)

Ultimately, we believe in vision for all. That's why for every pair of glasses or sunglasses we sell, a pair of glasses is distributed to someone in need through our Buy a Pair, Give a Pair program. Over 13 million pairs have been distributed so far—and we're only just getting started.



### WARBY PARKER AT A GLANCE

NUMBER OF TEAM MEMBERS<sup>1</sup>



3,115

NUMBER OF STORES



200

NUMBER OF NEW STORES OPENED IN 2022



40

GLASSES DISTRIBUTED THROUGH OUR BUY A PAIR, GIVE A PAIR PROGRAM



13 million +

NUMBER OF NEW COLLECTIONS LAUNCHED IN 2022



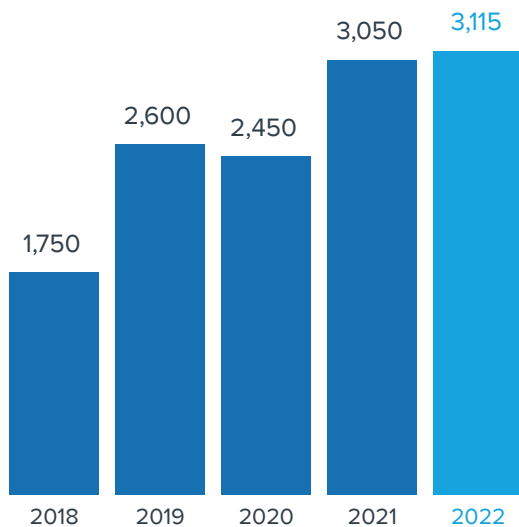
20

NUMBER OF VOLUNTEER HOURS IN 2022

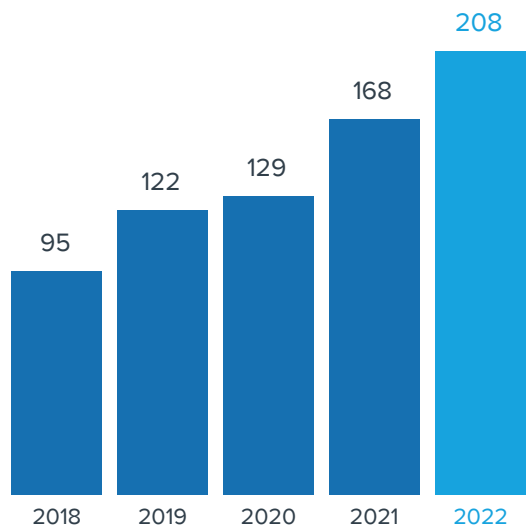


3,300 +

WARBY PARKER HEADCOUNT (including Canadian team members)



WARBY PARKER LOCATIONS (offices, optical labs, and stores)



<sup>1</sup>“Team members” and similar references throughout this report includes Warby Parker employees as well as ophthalmologists and optometrists engaged through our P.C. model, but does not include contractors or independent optometrists.

# Core Values

## **Inject fun and quirkiness into everything we do**

Take our work and our impact seriously (but not ourselves)  
Help others have fun

## **Treat others as they want to be treated**

Design with empathy  
Have a positive attitude

## **Pursue new and creative ideas**

Embrace change and uncertainty  
Continually challenge ourselves

## **Do good**

Impact the world in a meaningful way  
Value our customers, our peers, the community, and the environment  
Practice gratitude

## **Take action**

Set ambitious goals and measure results  
Take the first step

## **Presume positive intent**

Trust but verify

## **Lead with integrity**

Be honest  
Give and take direct feedback

## **Learn. Grow. Repeat.**



# Our Focus

1

To be one of the most impactful brands in the world

2

To inspire the next generation of entrepreneurs and consumers

3

To transform the eyewear and eye care industry through design and innovation

4

To consider our stakeholders in everything we do

5

To prove that businesses can scale while doing good in the world—without charging a premium for it



# Our Stakeholders

We built Warby Parker on the belief that every decision should be made with our customers, employees, shareholders, community, environment, and partners top of mind. We believe this has created a culture of pride in our work. Here’s our approach to each group:



### Customers

We treat customers the way they’d like to be treated—with warmth, helpfulness, empathy, and incredible service.



### Community

From nonprofit collaborations to our Buy a Pair, Give a Pair program, we believe that social change comes in all forms.



### Employees

We start at a fundamental level by creating a work environment in which employees can think big, have fun, drive scale and innovation, achieve personal growth, and engage with the community.



### Environment

We are proud to be carbon-neutral across our operations<sup>1</sup> and actively work to reduce our environmental impact.



### Shareholders

Focused on continuous growth and innovation, we aim to create impact and drive value for our shareholders.



### Partners

We carefully select our partners and hold them to as high a standard as we hold ourselves.

<sup>1</sup>The carbon footprint of our operations includes our Greenhouse Gas Protocol Scope 1 and Scope 2 emissions. Once we have all our calculations, we purchase carbon offsets via Native, a Public Benefit Corporation, to neutralize the greenhouse gas footprint of our operations. For further discussion on how we measure and manage our carbon footprint, see pages 55–57.



## 2022 at a Glance

2022 represented another year of growth for Team Warby. We began the year on a high note, celebrating our **10 millionth** pair of glasses distributed through our **Buy a Pair, Give a Pair** program—and by December that number had increased to over **13 million!**

In the spring, we welcomed our Corporate and CX teams back to the office, a momentous occasion that marked the return of the strong in-person culture we've cultivated over the years.

We scaled our omnichannel experience with the opening of 40 new stores, bringing the total number to 200 by year's end, and continued to innovate through our website, apps, and integrated digital experience. We also grew our contacts business and expanded our eye exam offerings, creating new opportunities to meet and serve our customers. In addition, we became in-network with more insurers than ever before, increasing access for over 16 million people—and we aim to continue to invest in ways to make it even easier for customers to use their insurance benefits with us.



## Being a Public Benefit Corporation and Certified B Corp

Warby Parker is proud to be one of the few publicly traded, B Corp certified, public benefit corporations in the United States. Our legal status as a public benefit corporation (PBC) holds us to a higher standard of transparency and accountability—and allows leadership and our board of directors to make decisions that take into account the interests of all our stakeholders. This enables us to take a long-term view, which we believe will contribute to Warby Parker's profitability, durability, and sustainability in the months and years to come.

This report serves to satisfy our public benefit reporting requirements under Delaware General Corporation Law (DGCL), Section 366. In our certificate of incorporation, we state that our public benefit purposes are to provide access to products and services that promote vision and eye health and work toward positively impacting the communities in which we operate. In May 2022, our board adopted these public benefits as its objectives and identified standards to measure our progress in promoting these benefits and interests. They include:

- Measuring eyeglasses distributed against our commitment that for every pair of Warby Parker glasses or sunglasses purchased, one pair of glasses will be distributed to someone in need through Warby Parker's Buy a Pair, Give a Pair program
- Tracking employee hours volunteered in their communities
- Measuring our success in maintaining a neutral carbon footprint across our operations
- Measuring our direct donation programs, including the amount of financial support we provide to nonprofits across our communities and the number of in-kind donations made through our Pupils Project school-based vision program in the United States

Progress updates and assessments measuring our success in meeting these benefits can be found throughout the report, as well as in our GRI Index, SDG Index, SASB Summary, and B Impact Assessment.

In addition to being a public benefit corporation, we're also a certified B Corporation (B Corp). B Corp is a designation that indicates a company's commitment to evaluating how the business impacts its team, customers, the environment, and the greater community. We believe this status complements us being a public benefit corporation, helps us evaluate our progress in achieving our stated public benefits, and further serves as a testament to the high standards we hold ourselves to. It's one more step in our ongoing quest to do good.





# Warby Parker Impact Foundation

Since 2010, Warby Parker has worked with community partners, nonprofits, government agencies, and academic leaders to provide free vision screenings, eye exams, and glasses to adults and children through its Buy a Pair, Give a Pair program. To date, the program has distributed over 13 million pairs of glasses, within the U.S. and around the world.

Warby Parker created the Warby Parker Impact Foundation in 2019 with the aim of accelerating this work. The foundation was publicly launched to coincide with the celebration

of our direct listing in the fall of 2021. The foundation’s mission is to advocate for wider access to vision services, educate communities on the importance of eye health, and provide people with eye care to help lead safe, happy, and productive lives. In 2021, Warby Parker was incredibly proud to authorize up to 1% of the company’s outstanding shares for future grants to the foundation or other like-minded charitable organizations. A grant was made to the Warby Parker Impact Foundation in 2022, in support of the foundation’s operations and programming.



Photos courtesy of VisionSpring



You can learn more about the foundation at [warbyparkerfoundation.org](https://warbyparkerfoundation.org)



# Making the Most of Our Impact

## Overview of Impact Strategy

In the spirit of three of our core values, *Do good. Set ambitious goals and measure results.* and *Learn. Grow. Repeat.*, we track and are publicly reporting our impact on our stakeholders in this annual report following the Global Reporting Initiative (GRI) framework. We also align our key areas of sustainability to the UN's Sustainable Development Goals (SDGs). The Sustainable Development Goals are a collection of 17 global goals designed to be a blueprint to achieve a more sustainable—and better—

future for all. The SDGs were set in 2015 by the United Nations General Assembly with the goal of being achieved by 2030. By aligning to the UN's SDGs, we can better see how our work is contributing to a global effort for a better future and world.

We also share a SASB Standards summary. The SASB Standards, currently managed by the International Financial Reporting Standards Foundation, enable businesses around the world to identify, manage, and communicate industry-specific sustainability information to their investors.



### What is the GRI?

The Global Reporting Initiative (GRI) is one of the most widely recognized sets of global sustainability reporting guidelines that helps organizations understand, communicate, and compare their impact on key sustainability topics.

### What topics does the GRI want organizations to report on?

The GRI seeks disclosures from organizations on topics that reflect their significant economic, environmental, and social impacts. Every business’s topics are completely specific to them and will change over time. We believe that prioritizing issues gives us a moment to pause and consider opportunities for improvement, determine how to implement sustainability considerations into our strategy and operations, and build trust with our stakeholders.

In 2018, we conducted our first analysis to help us identify our most important environmental, social, and governance (ESG) topics, an exercise we repeated in 2020, as we understand that our important ESG topics may change over time.

In 2022—and into early 2023—we conducted a new assessment to identify an updated list of our ESG topics, given that much had changed since our last analysis, including going public and becoming a public benefit corporation. The GRI also released a significant standards update in 2021, the most meaningful update since 2016.

To identify our updated topics we worked with a third-party consulting firm that researched the current external sustainability landscape and reviewed internal documents to identify a universe of potential ESG issues to consider. Next, we surveyed our team members and the board of directors in order to garner which issues were most important to these stakeholders. We then held a workshop with leaders from across Warby Parker and used their input, along with the survey responses, to finalize an updated list of priority issues and their rankings in terms of likelihood of impact and impact on the economy, environment, and society.

All topics are meaningful to us, but for this report, we share specific information on the nine topics deemed highest in importance based on our most recent assessment. This is required in the 2021 GRI standards.





# Putting It All Together

In order for our stakeholders to get a comprehensive view of who we are as a brand and what we stand for, we use this report to share progress and updates on our GRI topics alongside overall Warby Parker updates and other important information, including details on our Racial Equity Strategy.



To help guide this material, we've broken the *Impact Report* into four key sections:

### OUR IMPACT

### FOCUS AREAS UN's Sustainable Development Goals (SDGs)

#### TAKING CARE OF OURSELVES AND OTHERS

We take care of our employees and communities by advancing access to eye care, providing fair wages, promoting wellness, and driving inclusion, equity, and diversity.



#### INNOVATING OUR WAY FORWARD

We enhance customer experience to help our customers see (and look) better.



#### OUR SUSTAINABLE FUTURE

We aim to use resources responsibly, reduce waste, and maintain a neutral carbon footprint across our operations.



#### ADVANCING OUR MISSION

We strive to govern ethically, lead with inclusivity, and live our values.





# Goals

Goals are critical. At Warby Parker, we work so that ours are concrete: measurable, time-bound goals based on strategy that is informed by our topic selection process described above. Making our goals quantifiable allows us to assess where we are as a company—and provides guidance on where we want to go.

As you read on in the report, alongside more details about our brand and our important areas of focus, discrete goals and targets are outlined. They include our approach to racial equity throughout the company, our strategy for using our brand to make a positive impact on communities around the world, and the critical marks we’re striving to hit in our mission to further reduce our carbon footprint.



Our goal-setting process is intentionally designed to evolve. As we continue to share and evaluate our performance, a designated team will work to pinpoint key places where we can improve and strengthen our goal-setting approach.

# Taking Care of Ourselves and Others

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How We're Working to Achieve Equity

2022 marked our first full year as both a public benefit corporation and a B Corp.  As the world worked to rebuild from another year of uncertainty, we continued to focus our efforts on what we could control within our company: expanding our brand, our holistic vision care offering, our employees' well-being, and our impact.  We believe that our public benefit corporation status helps us further these goals while also seeking long-term sustainability  and profitability. It shows the world that we're committed to delivering vision worldwide and helps us attract top talent.  We believe our B Corp certification further demonstrates to all our stakeholders that we are meeting high standards of verified performance, accountability,  and transparency on factors from employee benefits and charitable giving  to supply chain practices and input materials.

# TEAM MEMBERS

## Growing Thoughtfully



Warby Parker wouldn't be where it is today without its team members. As we grow, we stay true to who we are by aiming to develop a team that's diverse, well-rounded, and thoughtful—where everyone feels respected and valued.

This doesn't happen without unified effort. Developing the company in a way that's intentional and mission-driven requires us to be persistent in revising processes and policies, as well as creating new ones, that have our principles at their heart. We remind ourselves of our core values *Lead with integrity*, *Treat others as they want to be treated*, and *Do good*—staying true to those words is at the core of what we do.

## Meeting Team Warby's Needs



We want our team members to feel engaged, productive, and excited to go to work every day. To accomplish this, we provide a variety of wellness, engagement and belonging, volunteering, and learning and development opportunities.



## Warby Well-being

Well-being takes many forms, and we believe that our Warby Wellness program empowers our team members with programs and support that help them stay energized and happy. To check whether we're offering compelling perks and benefits, we regularly benchmark ourselves against best-in-class retail and tech companies.

Among the perks and benefits offered are annual eye exams, flu shots, paid time off (including to volunteer, vote, and get COVID-19 vaccines), an employee-assistance program for mental and behavioral health, no-cost access to online therapy, a 401(k) retirement plan with a company match,

holiday pay, free glasses upon hire, additional product discounts, referral bonuses, and team outings. Full-time team members are also eligible for health care, life insurance, bereavement leave, disability coverage, paid parental leave, and vacation time to support physical and mental well-being.





# Engagement and Belonging

Nothing gets us more excited than an opportunity to engage, delight, and celebrate Team Warby. As a token of our gratitude, we invest directly back in the team through thoughtfully created, core-values-rich programming that helps build community, foster belonging, fuel motivation, and help each other have fun on the job.

## Fun fact:

**80% of team members who participated in our 2022 Employee Engagement Survey<sup>2</sup> think that as a company we inject fun and quirkiness into everything we do.**



<sup>2</sup>In 2022, we heard from 89% (or 2,703) of our team members.

While programming takes different shapes and sizes across the company, we're rooted in three key pillars—**recognition, celebration, and connection**—which we focused on more than ever as we welcomed our Corporate and CX teams back to the office.

## Rewards and recognition

In line with our core value *Do good*, we encourage team members to thank each other in a big way—whether it be for going above and beyond (see: company-wide virtual high fives); for living out a core value (see: our coveted Blue-Footed Booby award); or for taking another trip around the sun with Warby Parker (see: our experience and gift-based anniversary program).

## Company celebrations

From our annual Halloweenies costume contest and holiday happy hours to employee resource group programming and Warby Parker birthdays, we're constantly looking for ways to celebrate our work and unique identities.

## Ongoing connection

Across the organization, we place a premium on facetime—IRL, virtual, or some form of both. Whether it's our weekly All-Hands meeting at the NYC HQ, quarterly all-store calls, company-wide discussions (see our Speaker Series program), or remote-friendly team huddles and offsites, we keep the team connected through shared rituals and standing moments to pause and connect—and empower team leaders to do the same (anytime, anyplace!).

## Return to the office

We welcomed Corporate and CX team members back to the office in 2022, after two years of remote work. We worked extensively with public health experts to ensure a safe office environment—leveraging high-quality filtration and providing access to regular PCR testing. From scavenger hunts to Lunch & Learns to new-hire celebrations, we wanted our teams to feel comfortable, at ease, and excited to be back in person. (62% of our Corporate and CX teams had never worked in a Warby Parker office prior to 2022!)



# Employee Resource Groups

Employee resource groups (ERGs) are designed to connect colleagues across all of Team Warby, no matter where they work or what they work on.

Our ERGs focus on programming to provide team members with the opportunity to connect around common identities, interests, issues, affiliations, or backgrounds, regardless of titles, years of experience, or area of business. A point of pride is that many employees join the ERGs in hopes of becoming better allies to fellow team members, customers, and friends once the workday

ends. It is this commitment to growth and understanding that allows our ERGs to thrive, even as members connect across locations and time zones. ERGs are led by dedicated and talented team members on a volunteer basis, who perform this role in addition to their technical job functions, and each ERG is sponsored by a senior leader in the organization.



## Heritage

**Representing and celebrating the many ethnic and racial identities within Warby Parker by educating team members about cultures other than their own while simultaneously building connection and community.**

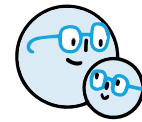
Last year Heritage built connections across the organization by hosting events to celebrate the many communities at Warby Parker and by facilitating a peer networking program for members. The peer network program encourages team members from different backgrounds to pair up and share skills with one another while fostering community across teams and departments. Peer networking partners attended virtual events together, took online courses, and shadowed each other's work to learn more about different parts of the business.



## PRISM

**Creating a welcoming, safe, and supportive environment for Warby Parker's LGBTQIA+ team members and allies through education and advocacy, community building, and celebrating intersectionality and individuality.**

PRISM hosted events throughout the year to connect their members and provide educational opportunities for allies. The group hosted guest speakers, including Dr. Eric Cervini and R. Eric Thomas, and partnered with Warby Parents to bring back our fan-favorite Drag Story Hour for team members and their little ones. PRISM celebrated Pride by holding discussions on LGBTQIA+ mental health, sharing educational resources for allies, and hosting a joint in-person and virtual dance party!



## Warby Parents

**Working with current (and future) parents at Warby Parker to amplify their voices, foster community, and drive positive change through focusing on internal connection and education.**

In 2022, Warby Parents increased its efforts to continuously connect the group and share resources about living and working while parenting. They focused on connecting members through hosting events and panels, inviting in guest speakers, and throwing a great weeklong Camp Warby for all our Warby kiddos. Team members from across the organization pitched in for Camp Warby—reading books, leading music and drawing classes, and demonstrating scientific experiments.



### Warby Women

**Uniting and empowering the women of Warby by fostering spaces for open dialogue, hosting inclusive events, and bringing in unique learning and development opportunities.**

Warby Women had a packed year full of panel discussions, speaker series, member spotlights, and resource sharing. The group welcomed many members to contribute their unique life experiences—from sharing fertility journeys to finding and supporting women-owned businesses. During Pride month Warby Women focused on honoring and celebrating trans women and providing resources for cisgender members to learn more about how to support the trans community.



### Mental Health Matters

**Elevating the narrative around mental health at Warby Parker and reducing the stigma around mental health through member education, volunteer opportunities, and community building.**

Mental Health Matters (MHM) provided spaces where employees could discuss, learn, collaborate, and support one another in their mental health journeys. This included panel discussions during Mental Health Awareness Month, training on how to manage burnout and practice gratitude, and sharing resources for how to leverage the many mental health resources at Warby Parker.



### ROOTS

**Uplifting, connecting, and empowering the Black community and its allies within Warby Parker by identifying barriers to professional and personal growth, creating communities and programs to mitigate these barriers, and providing educational resources tailored to promote equity and inclusion.**

ROOTS focused on continuing to connect and educate its community through book clubs, workshops, and speaker events—including a speaker series with our very own board member Gaby Sulzberger. The group spearheaded Juneteenth celebrations and hosted guest speaker David Steele Ewing. ROOTS also had a lot of fun this year—the group hosted fitness classes and frequent *Black Jeopardy!* events.



# Learning and Development Initiatives

*Learn. Grow. Repeat.* is one of our core values. We know that as individuals, teams, and a company, we can only continue to innovate and create by embracing active learning. As a business, we strive to offer our employees best-in-class learning and career development programs and opportunities. Learning and development is a cornerstone of our work to create a more equitable and inclusive organization; we strive to provide resources to help each employee succeed in their current role and to provide avenues to continue their long-term holistic growth.



Learning and development initiatives begin the moment each team member starts. All new hires receive *at least one* week of comprehensive onboarding to lay the foundation for engagement, productivity, and retention (and many employees receive more!). Our onboarding programs aren't just about setting job expectations; they introduce new hires to our history and culture—and connect them with other new team members across the business, building a sense of community and belonging from the start.

As team members move through their careers at Warby Parker, they can participate in different learning and development opportunities to propel their development, growth, and mobility.

## Ongoing Training and Learning

We offer several different channels for our employees to continue honing both their technical and behavioral competencies as they grow within the organization. All Corporate and Customer Experience (CX) employees can sign up to attend our monthly Warby Parker Academy workshops, which range from an *Introduction to Data Visualization Tools* to *The Fundamentals of Goal Setting* to *Managing Burnout*. Employees interested in improving their presentation skills can also sign up to lead a session on a topic of their choice. All employees at every location also have access to recordings of Warby Parker Academy workshops and an online library of courses on a wide range of topics.



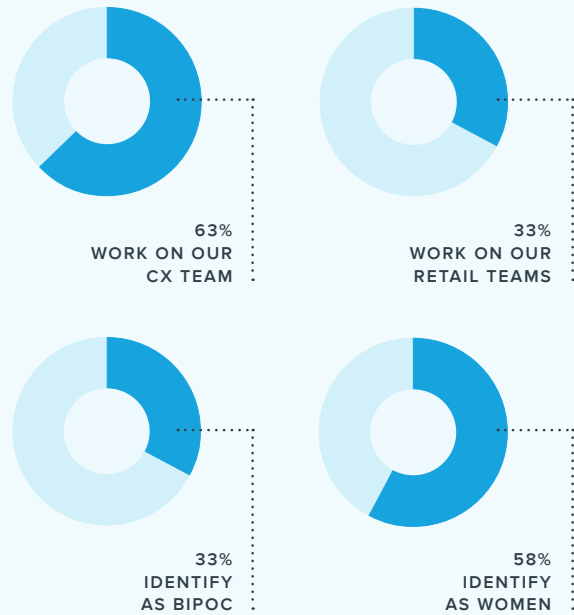


### Extended Experience Program

This program provides our full-time Retail, Customer Experience, and Lab employees with an invaluable development opportunity to work on a range of projects across the company, build skills outside current job responsibilities, and provide added support for key company initiatives.

Participants in the Extended Experience program develop department- and industry-related skills and behavioral competencies that they can apply to current or future job responsibilities, and they also gain exposure to the business and build relationships and collaborate with cross-functional partners. Those leading an Extended Experience develop mentorship and management skills, execute on new initiatives, and build cross-functional relationships. We implement a rigorous, objective selection process for the program as part of our goal to yield a more diverse participant population.

IN 2022, 33 EMPLOYEES REPRESENTED A DIVERSE CROSS SECTION OF OUR TEAM:



Artwork by Delphine Lee at Warby Parker Annapolis Town Center



Testimonials from Extended Experience Participants

“[The Extended Experience program] has been excellent for me. I’ve gotten great Google Sheets experience and understanding of what goes on behind the scenes to keep a company safe and efficient. Thank you for the opportunity to learn and grow!”

“This has been such an awesome program to participate in and I feel like I’ve grown so much professionally in such a short period of time.”

Warby Parker Manager Academy

Launched in 2020, our internally developed and facilitated manager development program equips all Warby Parker people managers with the fundamental leadership skills to build, develop, and retain diverse, inclusive, high-performing teams. The program introduces and explores concepts related to identity, diversity, equity, and inclusion as the backbone of equitable management—and focuses on specific behaviors and actions leaders can take every day to drive engagement, belonging, resilience, and performance. All people managers complete this program within six months of taking on people management responsibilities; 119 people managers completed the program in 2022.

Of those who completed the Warby Parker Manager Academy in 2022:

86% FEEL THAT THE CONTENT OF THE PROGRAM WAS RELEVANT TO THEIR NEEDS AS A PEOPLE MANAGER AT WARBY PARKER

86% FEEL THAT THE CONTENT WAS PRACTICAL AND EASY TO APPLY

86% FEEL VERY OR EXTREMELY EQUIPPED TO GIVE AND RECEIVE EFFECTIVE FEEDBACK, EVEN IN CHALLENGING SITUATIONS

86% FEEL VERY OR EXTREMELY EQUIPPED TO COLLABORATE INCLUSIVELY ACROSS IDENTITY DIFFERENCES

95% FEEL VERY OR EXTREMELY EQUIPPED TO BUILD AN INCLUSIVE AND GROWTH-MINDSET CULTURE

91% FEEL VERY OR EXTREMELY EQUIPPED TO DISCUSS THEIR DIRECT REPORTS’ CAREER GOALS AND ASSESS PERFORMANCE OBJECTIVELY



Artwork by Rose Wong at Warby Parker Twelve Oaks

### Store Leader & Optometrist (OD) Summits

After two years of virtual summits, we hosted our annual OD and Store Leader summits in person for the first time since 2019! Our annual summits are a key part of our Employee Experience and Learning & Development strategy for our growing team of Retail leaders.

#### Store Leader Summit

In August 2022, we welcomed all of our store leaders, internal presenters, and external speakers to come together for two full days of learning and community building. Store Leaders learned more about our holiday strategy, retail operations, financial outlook, and eye exam strategy. We also discussed how to build, develop, and retain a high-performing team using data-driven leadership strategies and best-in-class professional development plans.

#### OD Summit

In July 2022, we welcomed over 100 optometrists, internal presenters, and external experts, all focused on how we can continue to build our expanding eye care business. Optometrists learned from experts about early-stage myopia management, retinal health, and contact lens prescribing best practices. Our doctors also had the opportunity to work on their communication and collaboration skills during in-depth workshops focused on maximizing each conversation.

### BIPOC Leadership Development Program

We seek to provide proactive, specific, and targeted growth opportunities for our BIPOC team members who may have experienced inequitable access to resources and/or opportunities throughout their career. This program provides our BIPOC team members with a variety of structured leadership development opportunities that provide coaching and mentorship, build leadership skills, and help foster connections between BIPOC team members across the company. The program has multiple components, and team members are encouraged to participate in as many of them as they wish, in whichever order they choose.

#### Warby Parker Coaching Program

We have continued to scale a professional development coaching program to provide one-on-one coaching to our BIPOC team members. Structural inequities and similarity bias can lead to fewer informal coaching and mentoring opportunities for BIPOC team members, in turn, limiting understanding of how to grow in an organization and

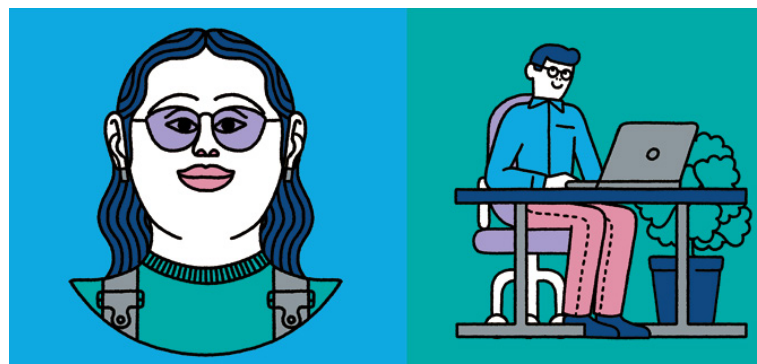
perpetuating underrepresentation in leadership roles. The Warby Parker Coaching Program aims to address these inequities and further invest in the growth of our entire team.

#### Some highlights

- Since starting the program in 2020, 120 team members have participated; 48 team members participated in 2022
- The net promoter score (NPS) for this program in 2022 was 92
- Participants completed surveys about their sentiment, their growth, development, and the overall employee experience before and after coaching. These surveys were scored on a 1–10 scale, and, on average, we saw participants score higher on each item after being coached. Some of the largest average shifts included:

- *I have a clear understanding of my career path within my organization* (1.6 point increase)
- *I understand my strengths and areas of opportunities to grow* (1.6 point increase)
- *I have the tools I need to manage stress* (1.4 point increase)
- *I am comfortable having crucial conversations with my manager* (1.3 point increase)
- *I am able to achieve my professional goals and objectives* (1.2 point increase)

- 28% of participants in the program have been promoted since completing the program. (This includes participants who completed the program in 2020, 2021, and 2022.)
- 67% of participants in the program still work at Warby Parker. (This includes participants who completed the program in 2020, 2021, and 2022.)



Artwork by José Antonio Roda Martínez at Warby Parker Baybrook.



### [Leadership Exploration and Progression \(LEAP\)](#)

This yearlong cohort-based learning experience focuses on identifying personal strengths and opportunities, setting a professional development plan, and taking action toward that plan with the support of an executive coach, a cohort of peers, and a Warby Parker senior advocate. The curriculum centers everyone's individual experiences, strengths, and challenges in service of developing personal goals, learning leadership skills, and building a community. The first two pilot cohorts completed the program in November 2022, and two cohorts are currently completing the program.

- Overall, participants rated their experience as a 4.4 out of 5
- 23% of participants have been promoted during the program or since completing the program
- 74% of participants still work at Warby Parker

### [Inclusive Workplace Training Programs](#)

Creating an inclusive workplace requires deliberate and continuous learning and practice from each of us. To continue building our team members' vocabulary and skills related to creating an inclusive organization, we embed comprehensive inclusion training workshops into ongoing training programs for new hires and individual contributors and managers. The workshops focus on critical topics like how to identify and mitigate microaggressions, understanding identity and how it influences collaboration, supporting team members during times of identity trauma, inclusive customer experiences, and inclusive interviewing. We host these workshops on a regular basis to give all employees the knowledge and skills to create a more inclusive workplace across the different points on their employee journey.





# Continuous Feedback

We believe that a culture of continuous feedback can create a culture of continuous improvement. Feedback is at the center of who we are and is woven into our core values (*Lead with integrity: give and take direct feedback*).

As a team, we see feedback as a fundamental tool to help our employees, leaders, and company *Learn. Grow. Repeat.* at exceptional rates and in exceptional times.

To enable this, we have multiple systems in place that allow our team members to give, receive, and ask for feedback about their performance and experience at Warby Parker. According to our 2022 Employee Engagement Survey, 84% of survey respondents said their manager gives them direct and useful feedback on their job performance. Our tools include quarterly performance reviews, ongoing one-on-ones, and employee-driven manager evaluations, as well as company-wide feedback tools, like our annual Employee Engagement Survey and Executive Listening Tours.

Our aim is for employees to have clarity in their role and understand how success on the job is measured, along with insight into how they can positively impact the business and our stakeholders. Conversely, as key stakeholders themselves, we provide tools for employees to tell Warby Parker how their experience can be improved, too.

**As we safely transitioned our CX and Corporate teams back to the office, our feedback tools helped us measure, assess, and respond to employee feedback.**



In our New Ways of Working pulse survey conducted in Q2 2022, we saw that 80% of employees who responded (both hybrid and remote) across CX and Corporate said they feel like they belong at Warby Parker, 84% of respondents (both remote and hybrid) said we collaborate well with one another to get the job done, and 85% of remote employee respondents said Warby Parker was effectively set up for remote work.

We also continued to measure the impact of our Racial Equity Strategy company-wide via our 2022 Employee Engagement Survey. In doing so, we saw that 83% of survey respondents said that Warby Parker values and embraces diversity, 81% of survey respondents said that Warby Parker has taken meaningful action to create a more equitable, inclusive, and diverse workplace, and 81% of survey respondents said that Warby Parker builds teams that are diverse—up 2 points from 2021.

# Volunteering

Contributing to our local communities is inherent to the Warby Parker experience. We're proud to offer each employee 16 hours of paid leave a year to volunteer. In total, Team Warby volunteered over 3,300 hours in 2022.



**Our teams worked with a lot of organizations across the country. Here are a few:**

- Publicolor
- Free Arts NYC
- Plugged In
- American Heart Association
- Edible Schoolyard NYC
- Glazer Vision Foundation
- Humane Society of Bergen County
- Freestore Foodbank
- Star House
- Friends of Detroit Animal Care
- Food Gatherers
- Volunteers of America
- God's Love We Deliver
- Connecticut Children's Medical Center
- Grounds Krewe
- The Children's Center
- Grassroots
- Braid Mission
- School on Wheels
- Leukemia & Lymphoma Society
- Pajama Program
- Cards for Hospitalized Kids
- People Helping People
- Neighbor to Neighbor
- Back 2 School America
- The Carroll Center for the Blind
- Book Harvest



# INCLUSION, EQUITY, AND DIVERSITY

## How We Define Inclusion, Equity, and Diversity

Inclusion, equity, and diversity is a critical strategic objective of Warby Parker, which is why we also *Take action* by setting ambitious goals and measuring our results. Equity is our goal: We aim to create and maintain a workplace where all employees can thrive and bring their authentic selves to work. In order to achieve this, we aim to actively practice inclusion through continually evaluating and adjusting relevant systems, structures, policies, and norms to create an environment that supports, recognizes, celebrates, and respects team members of all identities and life experiences. We believe that if we continue to work diligently and thoughtfully to create a more

inclusive and equitable workplace, our workforce will continue to better represent a broad and diverse spectrum of identities and lived experiences.

Our inclusion, equity, and diversity strategy is built upon continually understanding and addressing the experiences, perspectives, and feedback of all Warby Parker employees. We've structured this strategy within a framework to drive change and impact across the entire employee life cycle; our key focus areas include Recruiting & Hiring, Training & Development, and Engagement & Belonging.



Artwork by Olivia Fields at Warby Parker Roosevelt Field

# Racial Equity Strategy

The diverse backgrounds and perspectives of our employees, customers, and partners are what make up the DNA of Warby Parker. In 2020, we established our Racial Equity Strategy to focus on how we can promote racial equity within both our company and the community at large.

Our strategy is comprised of 10 delineated goals:

1

Increase Black and BIPOC representation in leadership at Warby Parker

2

Increase engagement and belonging among our BIPOC team members

3

Create more growth opportunities for our BIPOC team members

4

Build greater fluency around topics related to inclusion, equity, and diversity, across all levels of Warby Parker

5

Aim to provide BIPOC students across the U.S. with the vision care they need to succeed academically

6

Increase Black representation in the field of optometry and the technology sector

7

Support Black entrepreneurs

8

Support Black and BIPOC creative partners and collaborators

9

Provide funding and in-kind support to organizations combating systemic racism

10

Increase voting participation for Black and other communities disproportionately challenged by barriers to voting



While we will continue to work toward and provide updates against these original goals, we will also evolve our goals and embed this work more seamlessly into our ongoing initiatives, programs, and priorities.

# Achieving a Diverse Team and Leadership

Representation matters to all our stakeholders, both internal and external. The success of Warby Parker is directly influenced by the different demographic identities and life experiences represented on our team. All our team members inform how we grow sustainably, serve our customers, and do good. We aim to set an example for other companies within the industries in which we operate, and beyond, in hopes of continuing to move the needle both within and outside Warby Parker.

Increasing representation doesn't happen overnight, it requires true commitment and intentional and sustainable efforts to reweave the very fabric of our culture, policies, and programs. We believe we have made meaningful progress in turning this dial over the last few years, and we plan to continue ramping up these efforts to move further toward our representation goals by 2024.



Artwork by Nina Dzyvulska at Warby Parker Village Pointe

## What we have done so far:

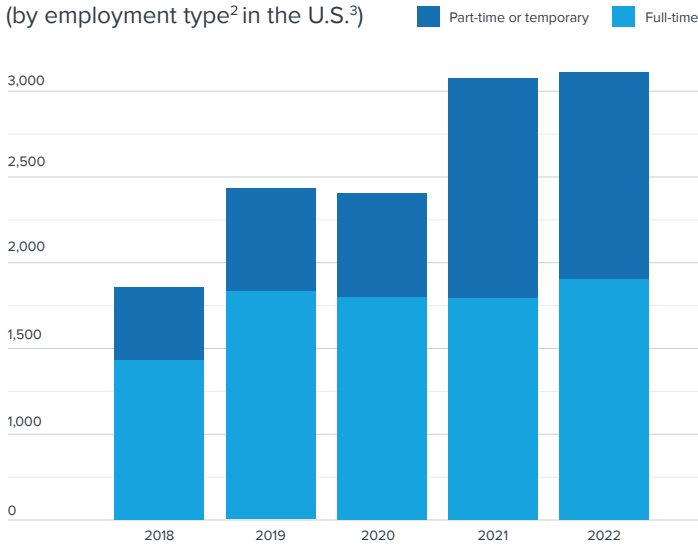
- Continuously report on our progress toward increasing BIPOC representation and retention by function and department across Warby Parker
- Train and retrain 100% of current and future recruiters, interviewers, and hiring managers on bias-mitigation techniques to enable a fair, equitable hiring process
- Establish partnerships with external organizations to diversify candidate pipelines
- Maintain equitable promotion practices across all levels of the organization
- Build and implement leadership development programs specifically designed for BIPOC team members to equitably invest in their growth
- Restructure and bolster employee resource groups to increase engagement and belonging among all team members
- Scale our structured internal mobility program to create additional equitable opportunities

## How we will build on our efforts:

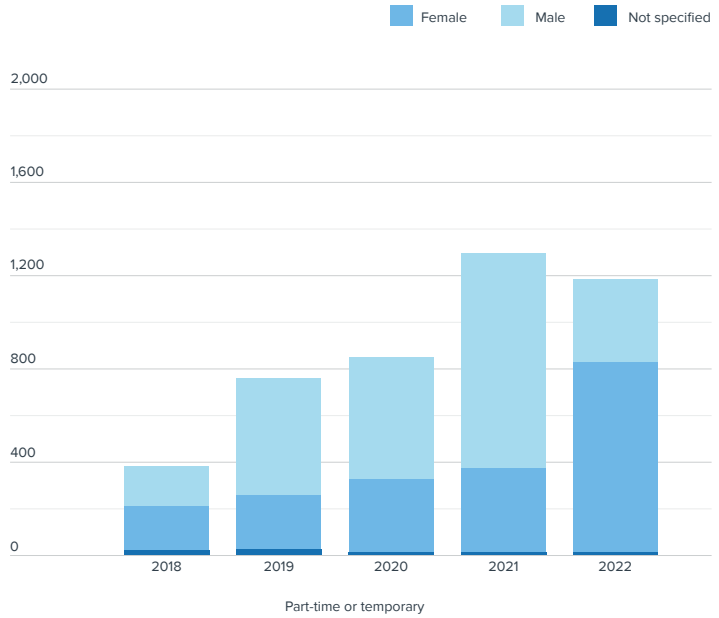
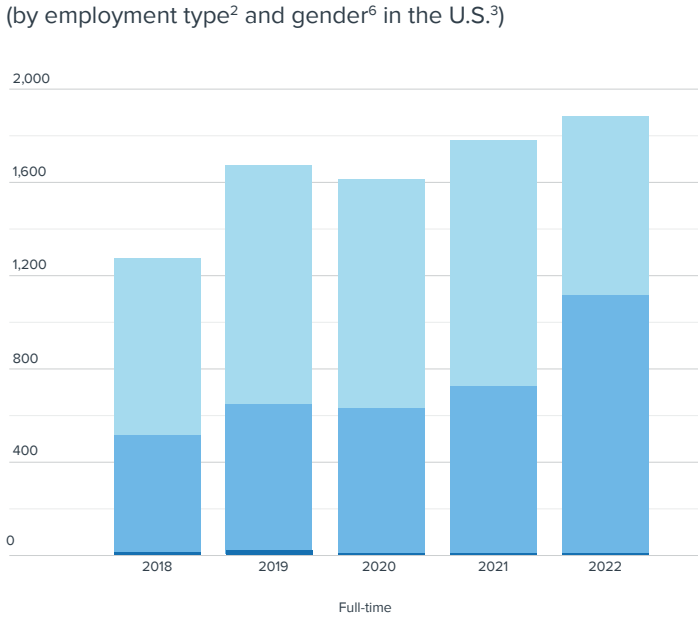
- Analyze candidate pass-through rates to identify where we can focus our efforts to strengthen and diversify candidate pipelines by role and function
- Build a career-switcher program specific to supporting BIPOC team members in moving into technical roles in the organization



**Total number of team members<sup>1</sup>**  
(by employment type<sup>2</sup> in the U.S.<sup>3</sup>)



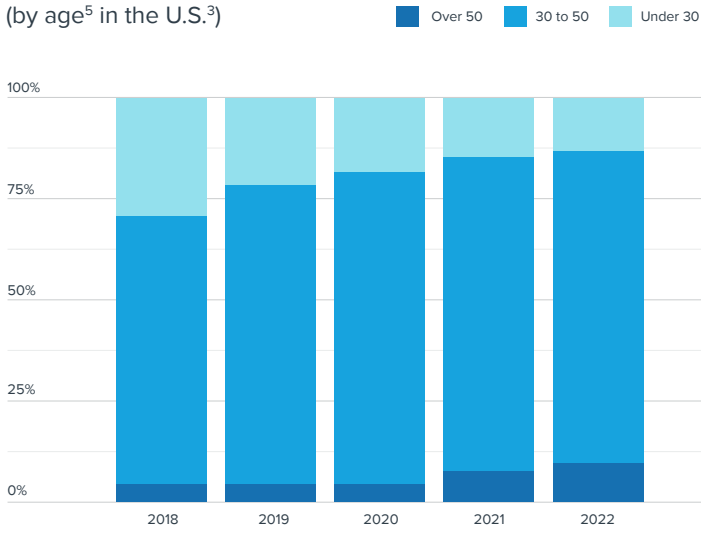
**Total number of team members<sup>1</sup>**  
(by employment type<sup>2</sup> and gender<sup>6</sup> in the U.S.<sup>3</sup>)



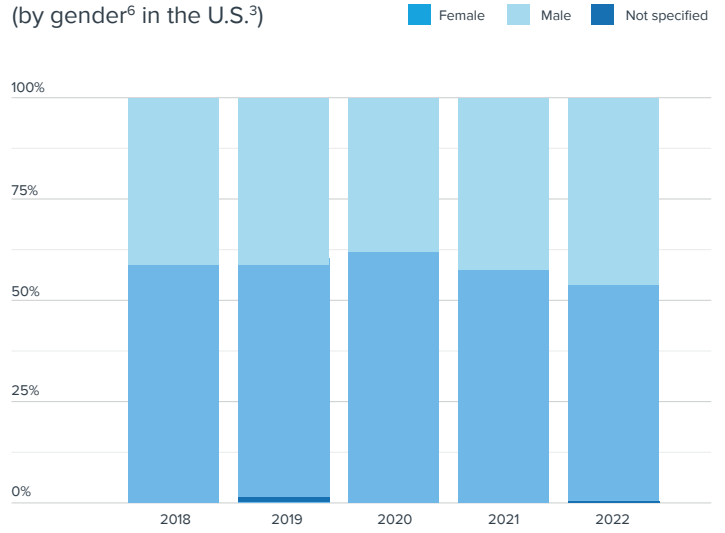
**Percent of team members<sup>1</sup>**  
(by race/ethnicity<sup>4</sup> in the U.S.<sup>3</sup>)

YEAR	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	NOT SPECIFIED	TWO OR MORE RACES	WHITE
2018	< 1%	8%	12%	16%	< 1%	< 1%	7%	57%
2019	< 1%	9%	14%	16%	< 1%	< 1%	7%	54%
2020	< 1%	8%	14%	15%	< 1%	< 1%	6%	57%
2021	< 1%	9%	16%	14%	< 1%	0%	7%	54%
2022	< 1%	10%	16%	16%	< 1%	0%	8%	49%

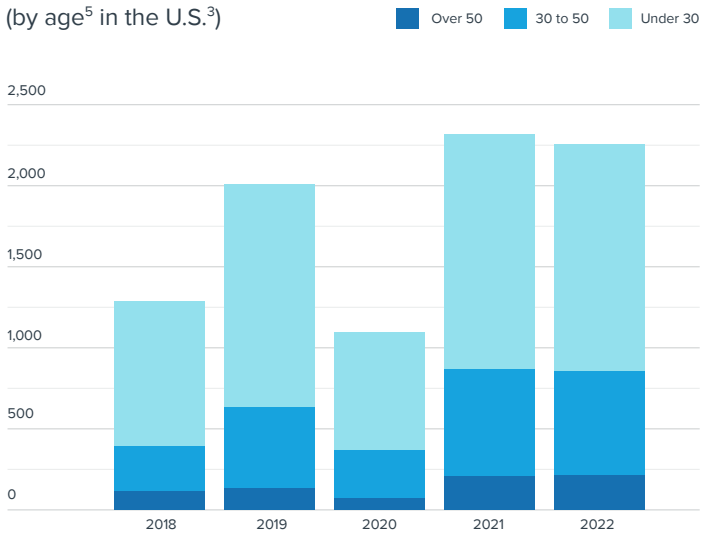
Percent of managers (by age<sup>5</sup> in the U.S.<sup>3</sup>)



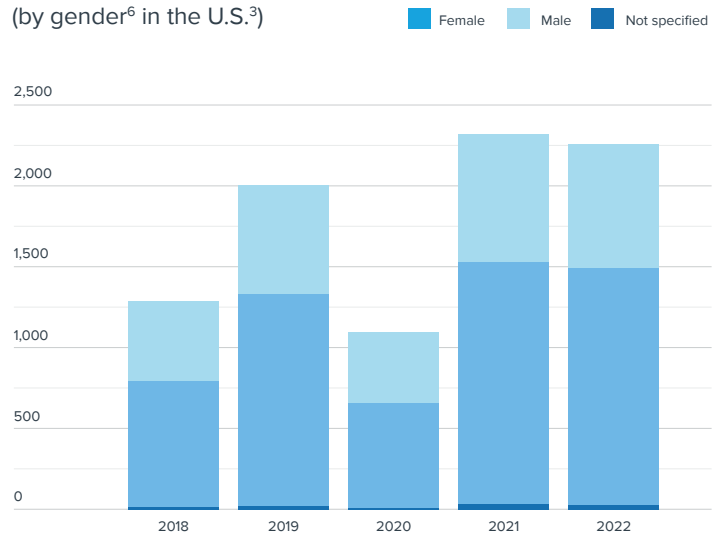
Percent of managers (by gender<sup>6</sup> in the U.S.<sup>3</sup>)



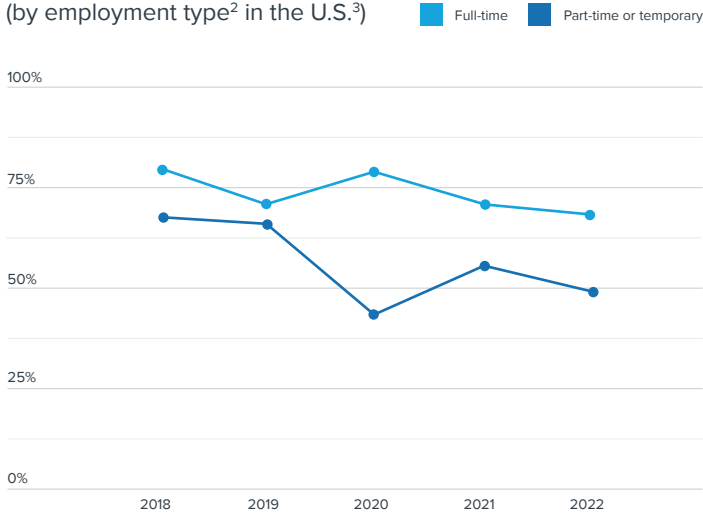
Total number of new team members<sup>1</sup> (by age<sup>5</sup> in the U.S.<sup>3</sup>)



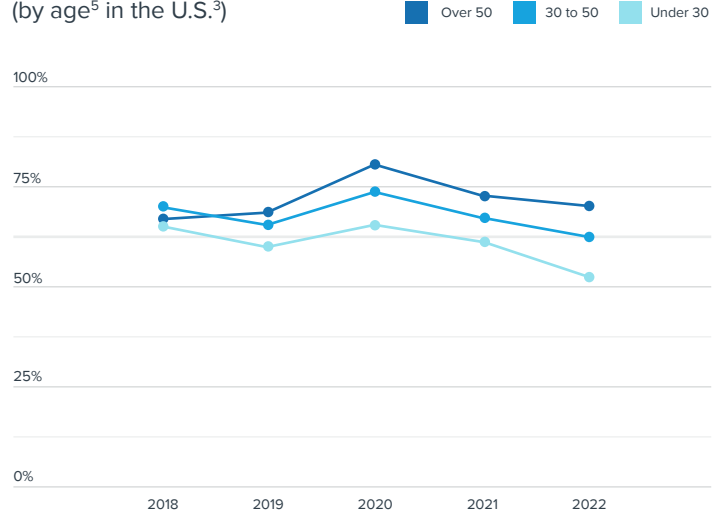
Total number of new team members<sup>1</sup> (by gender<sup>6</sup> in the U.S.<sup>3</sup>)



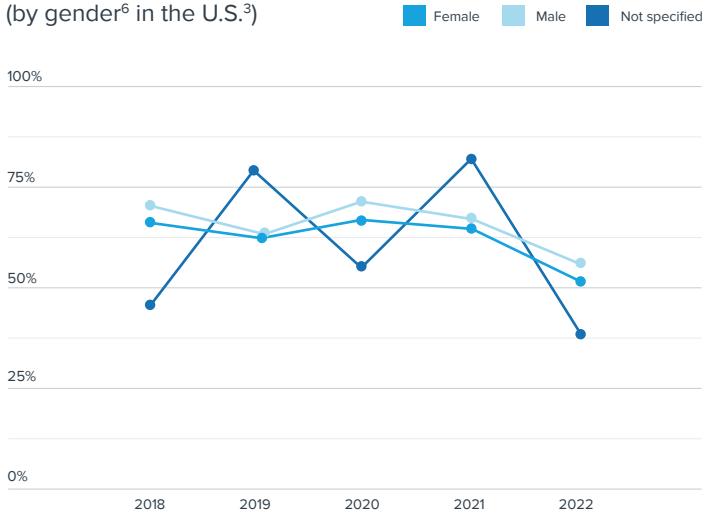
**Team member<sup>1</sup> retention rate<sup>7</sup>**  
(by employment type<sup>2</sup> in the U.S.<sup>3</sup>)



**Team member<sup>1</sup> retention rate<sup>7</sup>**  
(by age<sup>5</sup> in the U.S.<sup>3</sup>)



**Team member<sup>1</sup> retention rate<sup>7</sup>**  
(by gender<sup>6</sup> in the U.S.<sup>3</sup>)



1. This number includes Warby Parker employees as well as ophthalmologists and optometrists engaged through our P.C. model, but does not include contractors or independent optometrists.
2. The majority of our full-time employees are permanent employees; for the sake of this report, temporary workers are categorized as part-time. This number does not include contractors or independent optometrists.
3. For information on our employees in Canada, see p. 77
4. At Warby Parker we are committed to hiring and retaining talent from all demographic backgrounds, life experiences, and perspectives, and to creating an inclusive environment where all employees can thrive. We understand and respect that our employees' identities are much more complex than standardized racial and ethnic categories can reflect, but for reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements.
5. Team member ages in the data reflect their ages as of December 31, 2022.
6. For reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements, which limit gender to male or female. This categorization does not reflect our opinion; we believe that gender is nonbinary.
7. Retention rate is calculated as 1 - (Departures during 2022) / (Headcount at the end of 2021 + Hires during 2022).
8. The targets below are based on projected census data. The U.S. Census Bureau projects that in 2025 13.6% of the population will identify as Black, 44.7% will identify as BIPOC, and 50.6% will identify as Female. Warby Parker intends to work to achieve those same—or better—targets by the end of 2024.

**Representation targets<sup>8</sup> vs actual**

GROUP	BLACK		BIPOC		FEMALE	
	TARGET 2024	ACTUAL 2022	TARGET 2024	ACTUAL 2022	TARGET 2024	ACTUAL 2022
TOTAL	14%	16%	46%	51%	61%	63%
CORPORATE	14%	12%	45%	35%	66%	65%
OPTICAL LAB	14%	20%	60%	80%	51%	61%
STORES	17%	16%	54%	51%	59%	62%
STORE MANAGEMENT	15%	17%	48%	52%	57%	57%
MANAGEMENT	14%	9%	45%	36%	60%	54%
EXECUTIVE	14%	10%	45%	20%	51%	50%



# Compensation Practices

Fair, competitive, and equitable pay is crucial to the Warby Parker ethos. Compensation packages are customized using a market-based approach that takes into consideration the role, location, and internal pay levels when establishing base pay.

So that our strategy remains effective, we routinely compare our compensation bands with external market data and internal recruiting data. We also rely on a pay-for-performance model, which means differentiating pay based on each employee's performance.

As we move forward, we remain committed to scaling these practices and holding ourselves accountable so that our compensation is equitable across roles, regardless of gender, race, or ethnicity.



# OUR COMMUNITY

Our communities include everyone from the neighbors in our own backyard to the beneficiaries of our international efforts to bring vision care to those who need it most. In 2010, we launched our Buy a Pair, Give a Pair program—and today it has served over 75 countries and provided over 13 million pairs of glasses. Additionally, since 2013, we’ve opened 200 stores in markets where we’re committed to making a positive impact. In neighborhoods both big and small, there is always an opportunity to help improve circumstances and bring about positive change.



Photo courtesy of VisionSpring



# Our Buy a Pair, Give a Pair Program

What do glasses mean to those who need them? They open up the possibility to work, get an education, and go about life with security and dignity. They change lives.

According to the World Health Organization, approximately one billion people around the world need glasses but do not have access to them. Since Warby Parker was founded in 2010, our team has worked tirelessly with our partners to address this global issue. In early 2022, we celebrated an incredible milestone: over 10 million pairs of glasses distributed through our Buy a Pair, Give a Pair program—and

by the end of the year, that number had increased to over 13 million. That means over 13 million more people now have the glasses they need to learn, work, and achieve better economic outcomes.<sup>3</sup>

<sup>3</sup> Due to the administrative processes associated with operating the Buy a Pair, Give a Pair program, including the timing and coordination of the distribution of glasses, recognition of the number of pairs of glasses distributed should not be correlated with net revenue for any fiscal period.

In 2022, glasses were distributed in 30 countries through our Buy a Pair, Give a Pair program



- |              |                    |          |                  |              |               |
|--------------|--------------------|----------|------------------|--------------|---------------|
| ARMENIA      | DOMINICAN REPUBLIC | HONDURAS | MEXICO           | PERU         | UNITED STATES |
| BANGLADESH   | EL SALVADOR        | INDIA    | NEPAL            | RWANDA       | UZBEKISTAN    |
| BURKINA FASO | ETHIOPIA           | KENYA    | NICARAGUA        | SOUTH AFRICA | VENEZUELA     |
| CHAD         | GHANA              | LIBERIA  | NIGERIA          | UGANDA       | VIETNAM       |
| COLOMBIA     | GUATEMALA          | MALAWI   | PAPUA NEW GUINEA | UKRAINE      | ZAMBIA        |





Photo courtesy of VisionSpring

## How the Program Works

We work with a group of organizations worldwide so that for every pair of Warby Parker glasses sold, a pair of glasses is distributed to someone in need. Through our partnerships we are able to prioritize communities with high levels of unmet need for vision care and eyeglasses. The two distribution models we employ are:

### Social entrepreneurship

**Empowering people to administer basic eye exams and sell glasses at ultra-affordable prices**

The nonprofit social enterprise VisionSpring has been our longest-standing partner in this work. (A bit of Warby history: Before he was our co-founder, Neil was not only a director there—he was the organization’s second employee.) VisionSpring accelerates the uptake of eyeglasses among customers living on less than \$4 per day by raising awareness about vision impairment, conducting vision screenings, and selling highly subsidized eyeglasses in low-income communities. They also train a range of health workers and mission-aligned organizations to do the same. Nearly 60% of VisionSpring customers are getting glasses for the first time.

Where do we come in? By donating the equivalent of a pair of glasses, we help cover the difference between what VisionSpring’s customers can afford to pay and the full cost of program and product delivery. Warby Parker’s funding enables VisionSpring to procure eyewear, teach members of the community how to conduct screenings and sell glasses, and effectively serve more people.

In 2019, we began our partnership with the LV Prasad Eye Institute (LVPEI) in Hyderabad, India. Much like our work with VisionSpring, we give LVPEI the equivalent of a pair of glasses and they offer either affordable or free eye care to underserved people, who often live in remote communities across India.

### Direct donation

**Via cross-sector partnerships, directly giving vision care and glasses to those in need**

In 2015, we created Pupils Project, a program that works with local organizations and government agencies to give free vision screenings, eye exams, and glasses to schoolchildren—for many of whom this is their first pair. This model helps eliminate barriers to access by providing free prescription glasses and meeting children at school, where teachers are often the first to spot vision issues.

We also work with the organization Ver Bien Para Aprender Mejor, which uses a similar model to support students across Mexico. For 24 years, the organization has visited around 10,000 schools per year, providing over 16 million eye exams and more than 6.2 million eyeglasses to students throughout the country.

In the past few years, we have also broadened our work with RestoringVision, a global nonprofit dedicated to creating equitable access to vision services and eyeglasses for individuals in poverty or extreme poverty. They have reached over 22 million people in 144+ countries over the past 19 years. Through our partnership with RestoringVision, we provide free glasses to those in global communities,



including refugee camps and pre-emerging markets, with little to no ability to purchase them. This allows us to reach communities with different needs, access, and awareness around vision care—plus distribute reading glasses to even more geographical regions and markets than we’ve ever served before.

In 2022, for the first time in the history of the program, this included Europe, as we partnered with RestoringVision to distribute 100,000 glasses to those impacted by the conflict in Ukraine.



### At School With Pupils Project




Pupils Project, a public-private partnership, is our school-based vision program. We are able to operate the program only by working alongside a number of organizations and local government agencies that are carefully vetted and share similar values. We look to our partners to conduct the vision screenings and eye exams right in the students’ classrooms, simplifying things for the children and their parents. On our side, we provide prescription glasses, designed by our very own team, specifically for these students. We know that

style and personal expression are critical for everyone and believe that every child deserves the chance to have glasses that make them feel good about themselves. Keeping that in mind, we bring sample sets to schools so kids can choose the glasses they’re most excited to wear. (Students can select from over 75 options!)

Pupils Project began in New York City in 2015 and soon expanded to Baltimore and Philadelphia. In 2021, we brought it to cities across California, central and western Pennsylvania, and Washington, D.C., while also conducting a second-phase pilot in Boston. We continued this expansion in 2022, adding new school districts and schools within those areas. We also celebrated the distribution of our 10,000th pair of glasses under this project in Baltimore, at Fort Worthington Elementary/Middle School. In total, we distributed over 45,000 pairs of glasses during the 2021–22 school year, the most we’ve provided in one school year to date—and are on track to surpass this for the 2022–23 school year.

While we’re thrilled by the impact of the program to date, it’s our goal that every student in the country has the glasses they need to succeed in school and life—and we’re constantly exploring ways to bring the program to new cities and partnerships.

THESE ARE THE NUMBER OF ESTIMATED SCREENINGS AND EXAMS ADMINISTERED AND GLASSES PROVIDED BY CALENDAR YEAR.

	 SCREENINGS	 EXAMS	 GLASSES
2018	109,180	33,438	32,209
2019	179,500	41,284	34,033
2020	89,490	20,635	18,471
2021	95,005	15,510	13,721
2022	256,945	69,195	53,462

# Partnering for Good

Partnership is at the core of what we do, and we've been able to grow our impact by supporting nonprofit partners in their strategic growth initiatives using financial investments, pro bono project assistance, and more. Through these efforts we intend to strengthen our partners' programs and extend their ability to support communities and economies across the world.

Proper vision care goes far beyond just the distribution of glasses. In order to be most effective, we identify experienced partners who are able to manage each step of the process and articulate their responsibilities in our agreements. The efficacy and success of our partnerships are determined by a comparison to company-wide metrics and data on beneficiaries (such as age, income, and whether they are receiving glasses for the first time) furnished by our partners. We believe this is critical to hitting our goals. By publicly affirming our commitments and being transparent with our stakeholders about our Buy a Pair, Give a Pair program, we hold ourselves accountable.

We work with our partners to set annual targets for the number of glasses to be distributed and hold monthly check-ins to ensure that they remain on track to achieve these numbers. We also visit partners in the field to see their work firsthand and conduct desk audits of our partners' financials to ensure they're using the provided funds as agreed on.

**We have agreements with all our nonprofit partners to ensure good governance and transparency, which we evaluate annually. As part of our contracts, if a party is not upholding their side of the agreement, there is a process in place for addressing grievances and remediating issues.**



While vision is the cornerstone of our impact work, we also work with additional nonprofits and organizations that serve their community in other ways. In 2022, some examples of those partnerships included:

- Continuing our company-wide employee donation-matching program for donations made to eligible organizations dedicated to combating systemic racism
- Making donations to organizations such as Behind the Book in celebration of a number of our 2022 product collaborations
- Supporting those working to positively impact the community in our hometown of New York City, including the Robin Hood Foundation, Tech:NYC, Edible Schoolyard NYC, Free Arts NYC, and others (including sponsoring a local Little League team!)
- Partnering with the Black List to create the Writer's Vision Grant, which awarded \$20,000 each to three aspiring writers in film, television, and theater, with the goal of fostering and celebrating scripts that harness and explore creativity, diversity, inclusion, empathy, and innovation in their storytelling





# How We're Working to Achieve Equity

We're committed to fostering inclusion, equity, and diversity within Warby Parker and our community. Goals 5–10 in our Racial Equity Strategy talk in specific terms about Warby Parker's potential to be a catalyst for promoting racial equity beyond the walls of our company.

Goal 5 is intended to provide BIPOC students across the U.S. with the vision care they need to succeed academically and personally. We are driving this through our Pupils Project program, where over 80% of the students served identify as BIPOC. We estimate that over two million children in the U.S. currently need glasses and don't have them, and of that population, over 50% are BIPOC. In 2022, we provided over 53,000 pairs of glasses to students across New York City, Baltimore, Pennsylvania, California, and Washington, D.C.



Artwork by Reyna Noriega at Warby Parker Hyde Park



Goal 6 is to increase Black representation in the fields of optometry and technology. Since only 1.8% of practicing optometrists and 3.2% of students in optometry school identify as Black in the U.S., we concluded that providing scholarship funding to Black eye doctors would be an impactful way to increase representation. In 2020, we launched the Warby Parker Scholarships at the New England College of Optometry (NECO) to cover the full tuition for two Black students enrolled in the four-year Doctor of Optometry program, which we then expanded to cover two additional students in 2021. Since kicking off the scholarship, NECO has seen a 68% increase in applications from students who identify as Black or African American. Given the impact to date, in 2022 we made the decision to continue our partnership with NECO for the following academic year, bringing our total scholarship funding commitment to over \$900,000.



Artwork by Rachel Joanis at Warby Parker Eaton Centre

**On the technology front, in 2022 we continued our commitment as a founding signatory of the Action to Catalyze Tech Report, which provides a blueprint and tools for tech companies at all stages to drive internal and sector-wide change when it comes to diversity, equity, and inclusion.**

We were also proud to provide funding to Tech Year NYC, a new public-private partnership that broadens access to job opportunities and career advancement in NYC's tech sector for young adults, and helps companies discover untapped talent among populations historically underrepresented in tech.

Goal 8 is to support Black and BIPOC creative partners and collaborators across all fields. We define creative collaborators and partners to include collaborators, artist commissions, photographers, models, hair and makeup stylists, content creators, and influencers. Not only is it important that our brand reflects our team, our customers, and our communities, supporting Black creatives and

Black-owned businesses promotes job creation for Black community members and helps close the racial wealth gap. With that in mind, we've committed to having 20% of our creative collaborators and partners be Black or Black-owned businesses and 45% be BIPOC or BIPOC-owned businesses. In 2022, 25% of our creative collaborators and partners identified as Black and 54% identified as BIPOC.

Goal 9 is to provide funding and in-kind support to organizations combating systemic racism. In addition to other corporate contributions, we continued our employee donation-matching program, which we launched in 2020. Under this program, employees can donate to certain organizations dedicated to combating systemic racism, with Warby Parker committing to match their individual contributions (up to \$1,000 per employee per calendar year). In 2022, this list included 20 eligible organizations, such as Apex for Youth, Black Emotional and Mental Health Collective, and the Equal Justice Initiative. These organizations connect with the work prioritized in our other Racial Equity Strategy goals, such as the National Coalition on Black Civic Participation (which supports Goal 10 to increase voting participation in Black and other communities disproportionately challenged by barriers to voting) or Black Girl Ventures (which supports Goal 7 to support Black entrepreneurs).

# Innovating Our Way Forward

## **CUSTOMERS 47**

Designing Products and Experiences  
That Help People See  
Product Quality and Safety



## **SIMPLIFYING VISION CARE 49**

## **LEARNING FROM CUSTOMER FEEDBACK 51**

Connecting with Our Customers  
Evaluating Feedback





Innovation is what drives the Warby Parker experience. It's not only seen in the way we design our eyewear—and the affordable prices  at which we sell it—but it's visible in our ongoing quest to develop new ways to make shopping consistently easy, convenient, and delightful for our customers. 

Although COVID-19 caused retail disruptions throughout the industry over the past couple of years, it also led us to further reimagine the way customers shop at Warby Parker. We've additionally invested in the at-home shopping experience, developing technologies to help people find the right pair of glasses or renew their prescription without walking out the door.

To this end, we're continuing to pilot new and innovative technologies that will allow us to make our telehealth and in-person eye exam experiences more convenient, more affordable, and more differentiated from the broader market. We've introduced services like retinal imaging, which gives our optometrists a closer look at a patient's eye to detect early signs of eye disease. At pilot locations, Warby Parker patients can now add retinal imaging to their eye exams for an additional charge.

In addition to innovative services, we're also introducing groundbreaking products like MiSight contacts, the first soft contacts on the market proven to slow the progression of myopia in children ages 8–12 at the initiation of treatment. Myopia is the medical term for nearsightedness, and 50% of the global population is expected to have myopia by 2050. Slowing the progression of myopia by just one diopter (or power level) in children reduces the risks of visual impairment and eye complications such as glaucoma by 20%.

We look forward to continuing to add innovative products and services like these to help our customers see, while also expanding our vision benefits network to ensure they're widely available for most people.

# CUSTOMERS

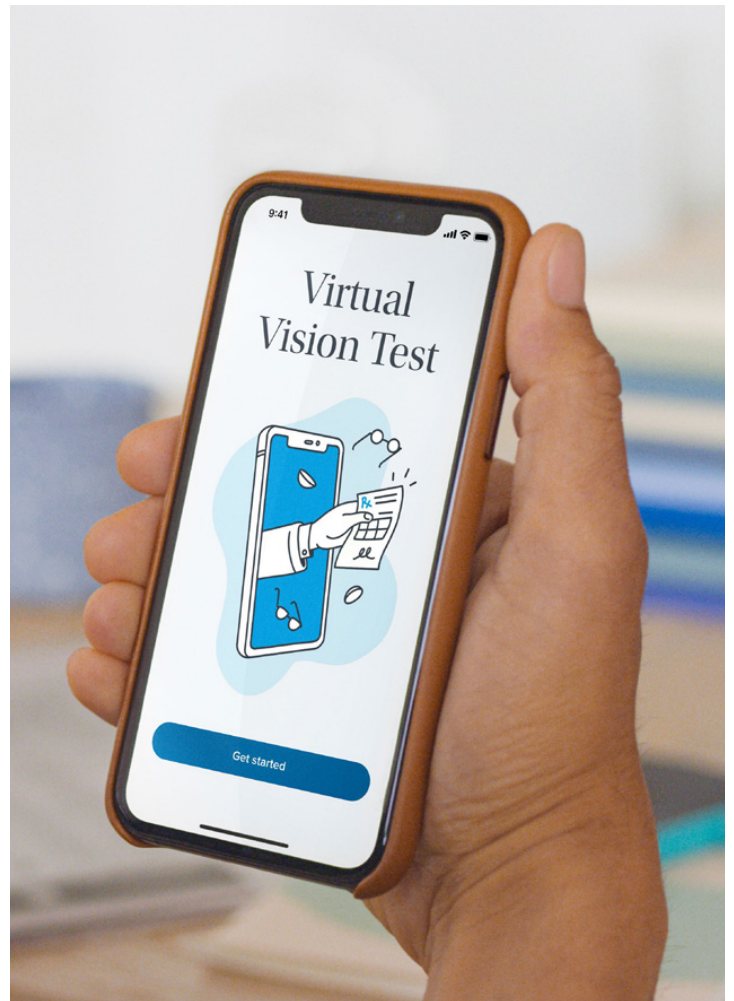
## Designing Products and Experiences That Help People See

Design is at the heart of what makes a Warby Parker frame stand out from so many others. Each and every day, our team aims to create high-quality products and deliver remarkable experiences that delight our more than two million happy customers.

In every one of our customer touchpoints we see an opportunity to bring excitement to a product that can positively affect someone's life. Our focus on enhancing the entire end-to-end customer journey is what motivates our team and pushes us toward continuous innovation.



If you can read this—without zooming in!—congratulations: Your vision is truly elite, and you probably don't need glasses. (If you are wearing glasses, we're happy to see them working properly.)



# Product Quality and Safety

From custom-designed cellulose acetate to ultra-lightweight titanium, we use nothing but premium materials for our eyeglasses, sunglasses, and contact lenses. Every pair of Warby Parker glasses and sunglasses is dreamed up in-house, where our team gathers inspiration, sketches designs, and maps out product details for prototyping.

Even before a frame becomes a frame, we're choosing vendors, selecting materials (we've developed specialty acetates with the help of incredibly skilled partners), and performing rigorous product testing with the assistance of third-party agencies, all with the aim of attaining high quality and safety standards. Our eyewear is considered a medical device by the FDA and regulated as such—so, where applicable, we follow the requirements set by the Consumer Product Safety Commission (CPSC). We are also required to comply with standards set by the American National Standards Institute (ANSI) for prescription eyewear and sunglasses (both prescription and non-prescription). We require our vendors to comply with the European CE standard, and Warby Parker frames are stamped with the certification mark that indicates conformity with health, safety, and environmental protection standards for products sold within the European Economic Area (EEA).

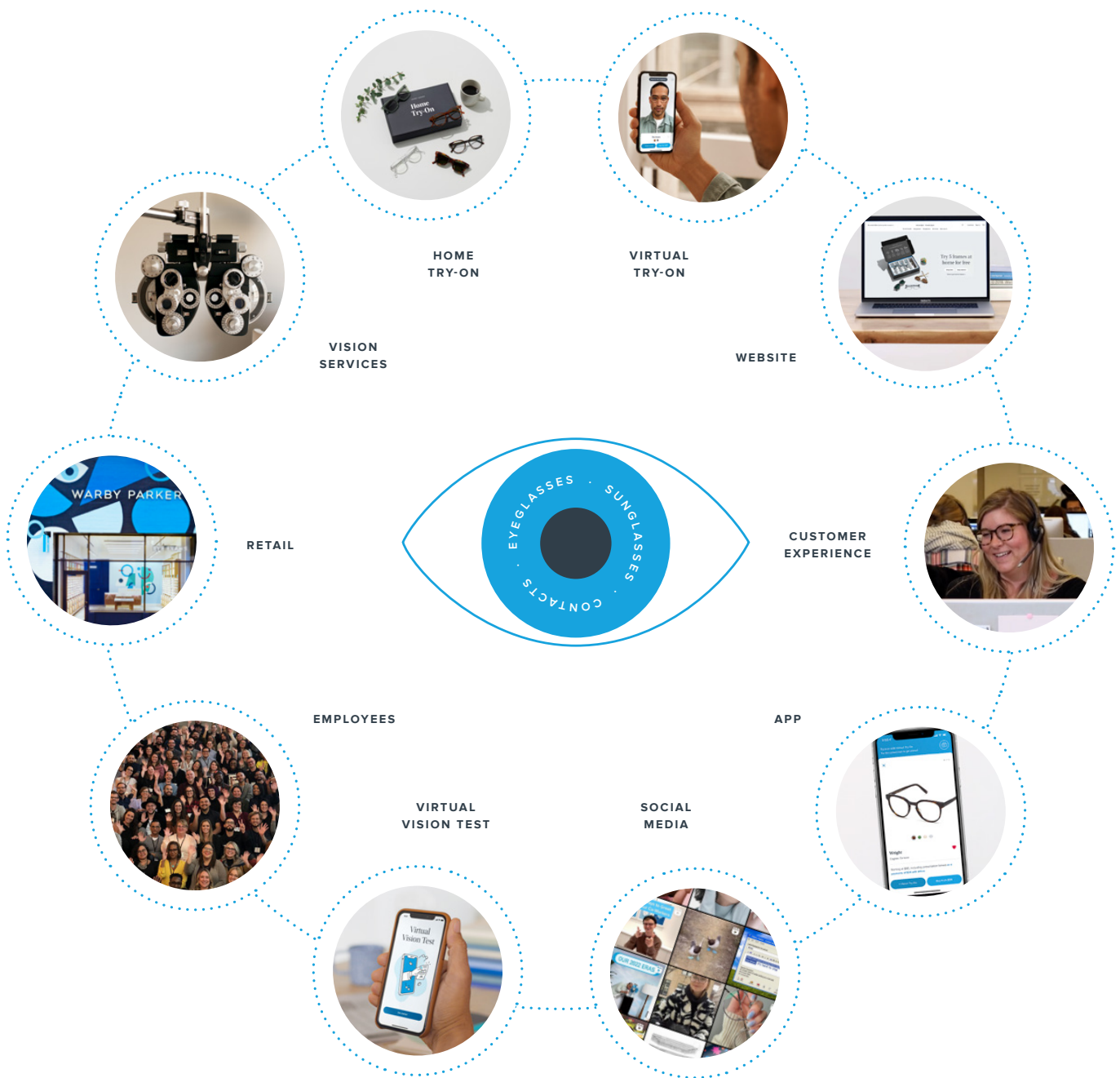
Our policies require that our vendors may use only raw materials and suppliers recommended by Warby Parker in order to achieve expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. We partner with international third-party testing agencies to verify the results and create additional product-performance testing protocols to make sure our frames are built to last and that they perform beautifully for as long as they are worn. These additional protocols range from exposing our eyeglasses and sunglasses to salt water or air, in order to see if the metal plating fades or rusts, to checking that components of frames constructed with mixed materials are not shrinking at different rates in extreme temperatures and humidity, which ensures they're not susceptible to coming apart. If a frame safety issue is ever suspected, our Product Strategy team will investigate the lot number, time of shipment, and vendor to identify and, if necessary, correct the problem.

Our daily contacts brand, Scout by Warby Parker, is FDA-approved. The diameter, base curve, sphere power, focus quality, center thickness, and prism of each lens is checked in accordance with ISO 18369 (the International Organization for Standardization, which outlines the methods of testing the physicochemical properties of contact lens materials) and ANSI Z80.20 (American National Standards Institute).





# SIMPLIFYING VISION CARE



When we launched Warby Parker in February of 2010, less than 2.5% of glasses were sold online—yet we believed that if we offered high-quality, uniquely designed glasses for a reasonable price point, with mechanisms to try them on like our Home Try-On program, coupled with outstanding customer service, people would be willing to buy eyewear online for the first time. Thirteen years in, we're still at it: surprising and engaging our customers by anticipating changing needs and technologies.

Since our launch, we've expanded our product offering, creating a one-stop shop for customers interested in buying sunglasses, contacts, and more. We've also introduced

services like comprehensive eye exams and groundbreaking in-house technologies like Virtual Vision Test and Virtual Try-On that enhance the overall shopping experience and help customers have access to the products and services they need. This ongoing innovation is driven by our team's commitment to building a holistic vision care offering that we believe is unparalleled within the market.

We're also expanding vision services: By the end of 2022, three-quarters of our stores offered eye exams. We believe continuing to build out these capabilities is invaluable in allowing us to better oversee the customer service experience and realize revenue.



# LEARNING FROM CUSTOMER FEEDBACK

## Connecting with Our Customers

At Warby Parker we're in the business of creating consistently wonderful, nothing-short-of-amazing experiences and tailoring them to the individual customer, down to the smallest interaction. This approach applies to all departments and every channel of engagement. Frictionless, efficient encounters, the kind that leave our customers running to tell their friends about us, are what we're after.

A real live person is just a call, chat, text, email, tweet, DM, video chat with a CX optician—you name it—away, any day of the week, because we want to know what's frustrating or delighting our customers.



CALL



CHAT



EMAIL



TWEET



DM



# Evaluating Feedback

We wake up every day with a mission to treat customers how they want to be treated—with helpfulness, kindness, empathy, and incredible service. This is possible only through the cross-departmental care that goes into quadruple-checking that the products we're selling and services we're providing meet the needs of our customers. Members of our Product Strategy team routinely visit stores; the Supply Chain team tours our factories; and internal meetings are held to gather feedback from customer-facing teams.

Our Consumer Insights and Research team is dedicated to gathering and sharing customer feedback so we can continue to meet changing customer needs and exceed our own standards. (All in the spirit of our core value *Learn. Grow. Repeat.*) This includes consistently monitoring our Net Promoter Score, which has been over 80 on average throughout our history. We view this metric as our “North Star”—one that evaluates the health of our brand, the happiness of our customers, and how likely people are to tell others about their journey with Warby Parker.

## How we measure our Net Promoter Score (NPS):

- A Net Promoter Score survey is sent out to all purchasers to measure how likely they are to recommend Warby Parker. Surveys are emailed to customers about 10 days after they have received their product. We use advanced text analytics to categorize the reasons customers would or would not recommend shopping with Warby Parker, and we closely monitor any changes in those reasons over time.
- Retail & Eye Care Experience Score surveys are sent to customers who purchase and/or receive an eye exam in-store, and Optician Experience Score surveys measure customer satisfaction following an adjustment or prescription troubleshoot with an optician; these scores are also routinely monitored to identify areas for improvement.
- When a customer responds to one of our feedback surveys, responses are used to connect with customers on any issues flagged in their response. We also use these insights to coach Warby Parker employees on how to better and best serve our customers, as well as inform larger investments in improving our customers' experiences.



Artwork by Chris DeLorenzo at Warby Parker Legacy Place

# Our Sustainable Future

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We began Warby Parker with the belief that it was possible to create a thriving, scalable business  while remaining committed to doing good in the world.  Respect for the environment has remained a priority as we've continued to grow our business, and we aim to prove that working to achieve sustainability doesn't require us to compromise on product quality  or customer satisfaction. This means pushing ourselves to operate efficient spaces,  use resources responsibly, reduce waste, and limit our  greenhouse gas footprint (and aim to offset it so that our footprint is neutral across our operations).



# Managing Our Carbon Footprint

Every year we calculate our carbon footprint, the estimated sum of greenhouse gas emissions, which are the principal cause of climate change.

We then purchase offsets to neutralize the footprint of our operations (which includes Scope 1 and Scope 2 emissions) as well as to neutralize specific categories of Scope 3 emissions (which are emissions that occur from sources owned or controlled by other entities in our value chain). We take our impact on the planet seriously and are proud to be carbon-neutral for our operational emissions since our founding.

We do this work by retaining the help of third-party agencies. Since 2021, we have worked with Watershed, a platform that allows companies to measure their carbon footprint,

plan and execute on steps to reduce emissions, and share results. In partnership with Watershed, we aim to follow the latest climate science and improve our carbon measurement methodologies each year. In particular, in 2022 we revamped our approach to measuring the footprint of our products, leveraging findings from the Life Cycle Analysis we conducted with Sphera in order to refine and improve the estimated carbon footprint across our glasses' life cycle. Watershed also rolled out methodology updates in 2022 in order to keep measurements as accurate as possible and in line with the relevancy, completeness, and accuracy principles of the Greenhouse Gas Protocol.



Our Matter Edition collection was constructed from 50% nylon and 50% recycled TR90

**We estimate our footprint across the Greenhouse Gas Protocol Scopes 1, 2, and 3. This includes:**

**Goods and services**

This category includes the goods and services we use to run our business—from construction activities to professional services. Watershed’s platform allows us to track the vendors with the biggest impact on our carbon emissions, and to use vendor-specific emissions factors where available.

**Products**

This category includes the emissions for the entire life cycle of our products, including the materials that go into our products, the energy used in the manufacturing process, and the transport of products and components.

**Marketing**

This category includes the carbon emissions from all marketing-related activities and spend, including running television and online advertisements, search engine marketing, and printed marketing materials.

**Team members**

This category includes employee travel and commuting, as well as the impact of home offices for remote employees (including energy usage and waste).

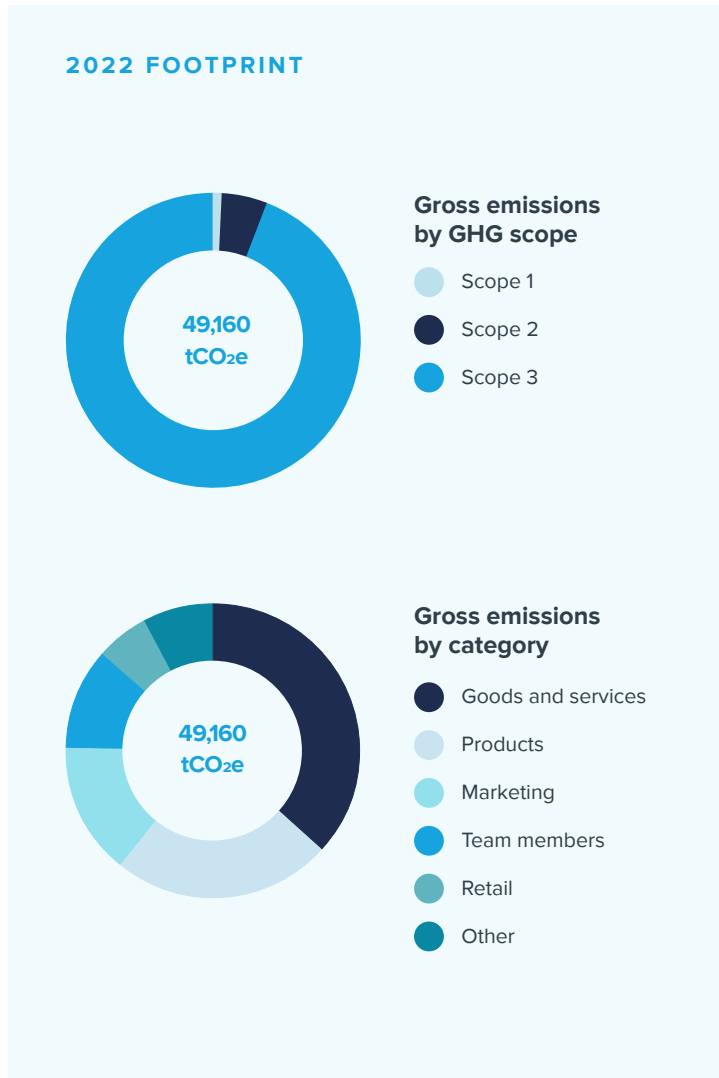
**Retail**

This category includes the electricity, natural gas, refrigerants and energy use required to operate our retail stores.

**Other**

This category includes those categories that, when combined, make up a small portion of our total carbon footprint, such as business travel, the electricity, refrigerants and natural gas used in our offices and labs, and cloud spend.

Once we have our calculations, we purchase carbon offsets (via Native, a Public Benefit Corporation) to neutralize the greenhouse gas footprint of our operations, which includes Scope 1 and Scope 2 emissions. We also offset Scope 3 emissions from business travel and employee commuting,



products (including materials and manufacturing), and upstream and downstream logistics. In total, we offset approximately 48% of our 2022 footprint.

Whenever possible, we invest in the same offset projects year over year. In 2022, we again purchased offsets from two renewable energy projects we had supported in the past: Big Smile Wind Farm at Dempsey Ridge in Oklahoma and the Sky Wind Project of Maharashtra, India. In addition to the generation of clean power, these projects help support local agriculture, increase the local tax base, bolster rural infrastructure, and contribute to job creation. We also purchased offsets from a project in Madhya Pradesh, India, that supports the manufacture of concrete blocks and fly ash bricks.

These “green bricks” are manufactured via a process that uses renewable local biomass as a source of energy (and uses less energy than the manufacture of conventional clay bricks), and result in a building product with an insulation value higher than conventional alternatives, which in turn can reduce the energy consumption of buildings over their life spans.

We’re excited to continue to support offset projects in both the United States, where we are headquartered and have the majority of our operations, and India, the largest country of distribution for our Buy a Pair, Give a Pair program.

All the offset projects we select undergo review with Native and are validated by current standards, including the Gold Standard, Verified Carbon Standard, and Climate Action Reserve.



We also ask ourselves five questions to help determine the best use for our carbon offsets:

1

**Additionality**

Will the proposed project reduce greenhouse gas emissions that would not be reduced through other incentives?

2

**Verifiability**

Is an objective third party able to look at project data and confirm that the carbon reductions are real and credible?

3

**Place**

Do we have a geographical tie to the project area?

4

**Type**

Does the project relate to our major categories of greenhouse gas emissions?

5

**Commitment**

Will our support over several years help drive the development of a new greenhouse gas emissions reduction project or provide security to an existing project?



# Our Supply Chain

## Our Global Supply Chain

The Warby Parker supply chain is an agile and integrated network that works to meet the challenge of getting the right order to the right place at the right time. We partner with frame factories, lens and case/kit suppliers, distribution centers, optical labs, and freight-forwarding and logistics companies all over the globe. We also rely on our retail locations and in-house optical labs. Our first in-house optical lab opened in 2016 in Sloatsburg, NY, and in 2021, we opened a second optical lab in Las Vegas, NV.

In addition to fulfilling prescription eyewear orders, our supply chain also supports the Warby Parker Home Try-On program, contacts, sunglasses, gift cards, accessories, and returns fulfillment, as well as the distribution of all goods. These operations are handled out of multiple fulfillment centers in the U.S.



# Sourcing with Transparency

All our frames are designed at our New York City headquarters, and we handpick raw materials and the suppliers who have the talent and skill to bring them to life. These deliberate decisions help us stay true to our original aesthetic vision as well as regulatory and performance results. We work with raw material vendors on proprietary development, in addition to frame suppliers on their production methods and machinery to achieve best-in-class performance standards.

We work directly with manufacturers and raw material suppliers so that we can know where and how our products are being manufactured.

In 2019, we brought Warby Parker liaisons to Shenzhen to help us better support our vendors in following our manufacturing specifications (as well as identify which methods are more likely to produce first-rate products). We have continued to scale this team, and they now conduct all vendor inspections, as well as support quality engineering further upstream in the product development phase. Having a presence on the ground has proved so beneficial throughout the product life cycle that we've expanded this to have partners in a similar arrangement in Segusino to support our Italian vendors. Monthly material forecasts allow vendors to prepare for any constraints created by peak business needs and check that they will be able to accommodate demand. Our Vendor Compliance Manual details volume and financial penalties incurred if our preferred material or component suppliers are not used, and quarterly reviews help to prevent surprises.

## FRAME AND LENS MATERIALS



**Frames (acetate)**  
Cellulose acetate



**Frames (metal)**  
Titanium, bronze, stainless steel, or Monel (all materials plated/coated)



**Branding marks**  
Foil stickers spell out WARBY PARKER and WP lettering on temple tip; engravings on temple arm are lasered and filled, or hot stamped and then filled in with silver, gold, or white ink



**Nose pads**  
Silicone standard and PVC stocked for customer requests



**Prescription lenses**  
Polycarbonate, CR-39, 1.67 high-index, and 1.74 high-index



**Non-prescription sun lenses**  
Nylon and CR-39



**Hinge and core wire kits (including coated screws)**  
Metal alloy



**Demo lenses (used in Home Try-On and display frames only)**  
Acrylic

### PACKAGING MATERIALS EYEGLASSES AND SUNGLASSES

**Cloth**  
Polyester 70%,  
polyamide 30%

**Shipper**  
Recycled wood  
pulp 100%

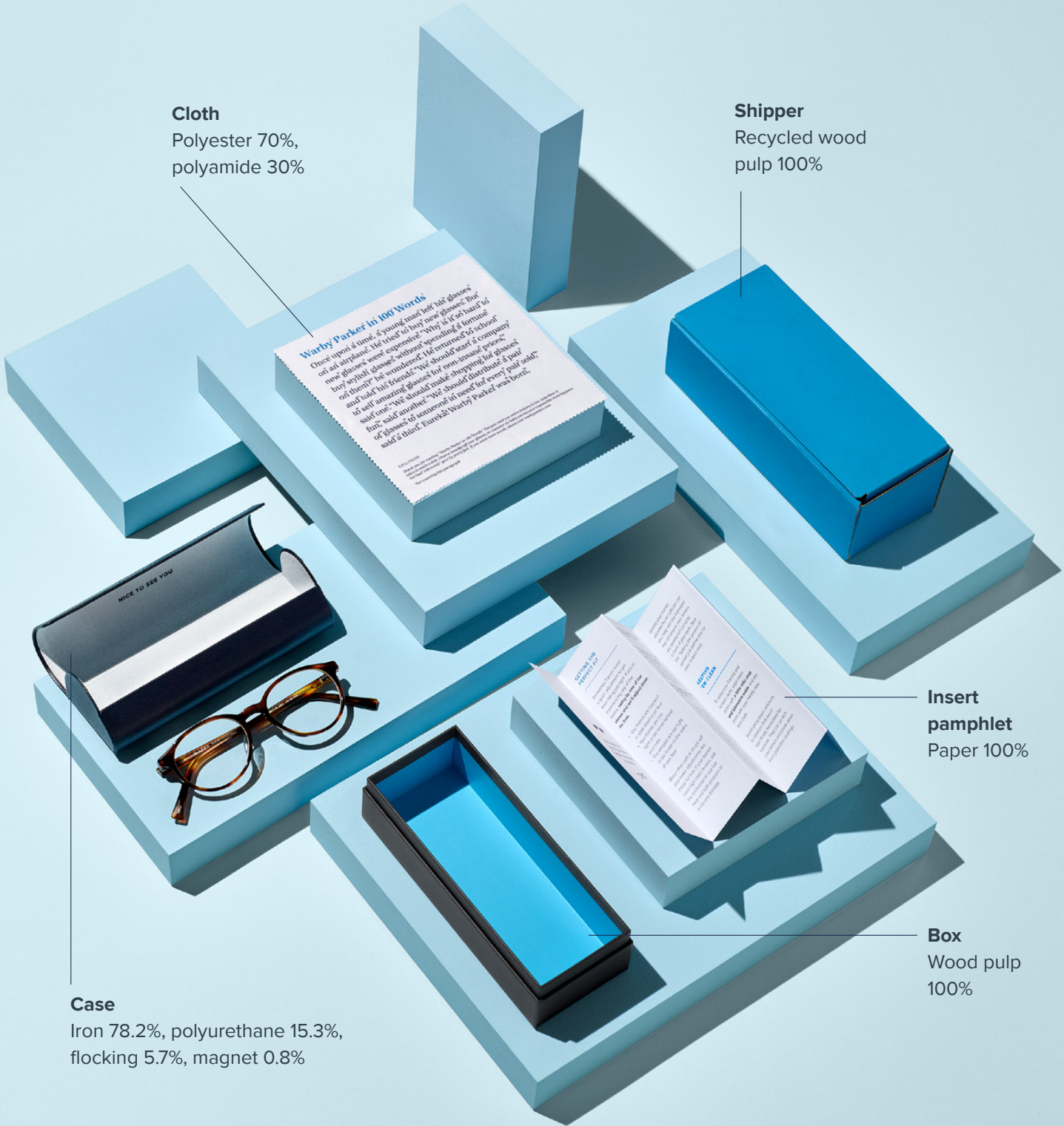
**Warby Parker in 100 Words**

Once upon a time, a young man left his glasses on an airplane. He tried to buy new glasses. But his new glasses were expensive. Why is it so hard to buy new glasses without spending a fortune on them? His friends: "We should start a company to sell amazing glasses for non-seeing prices," said one. "We should make shipping for glasses of glasses to America! It's great for every pair sold," said a third. In 2010, Warby Parker was born.

**Insert pamphlet**  
Paper 100%

**Box**  
Wood pulp 100%

**Case**  
Iron 78.2%, polyurethane 15.3%,  
flocking 5.7%, magnet 0.8%



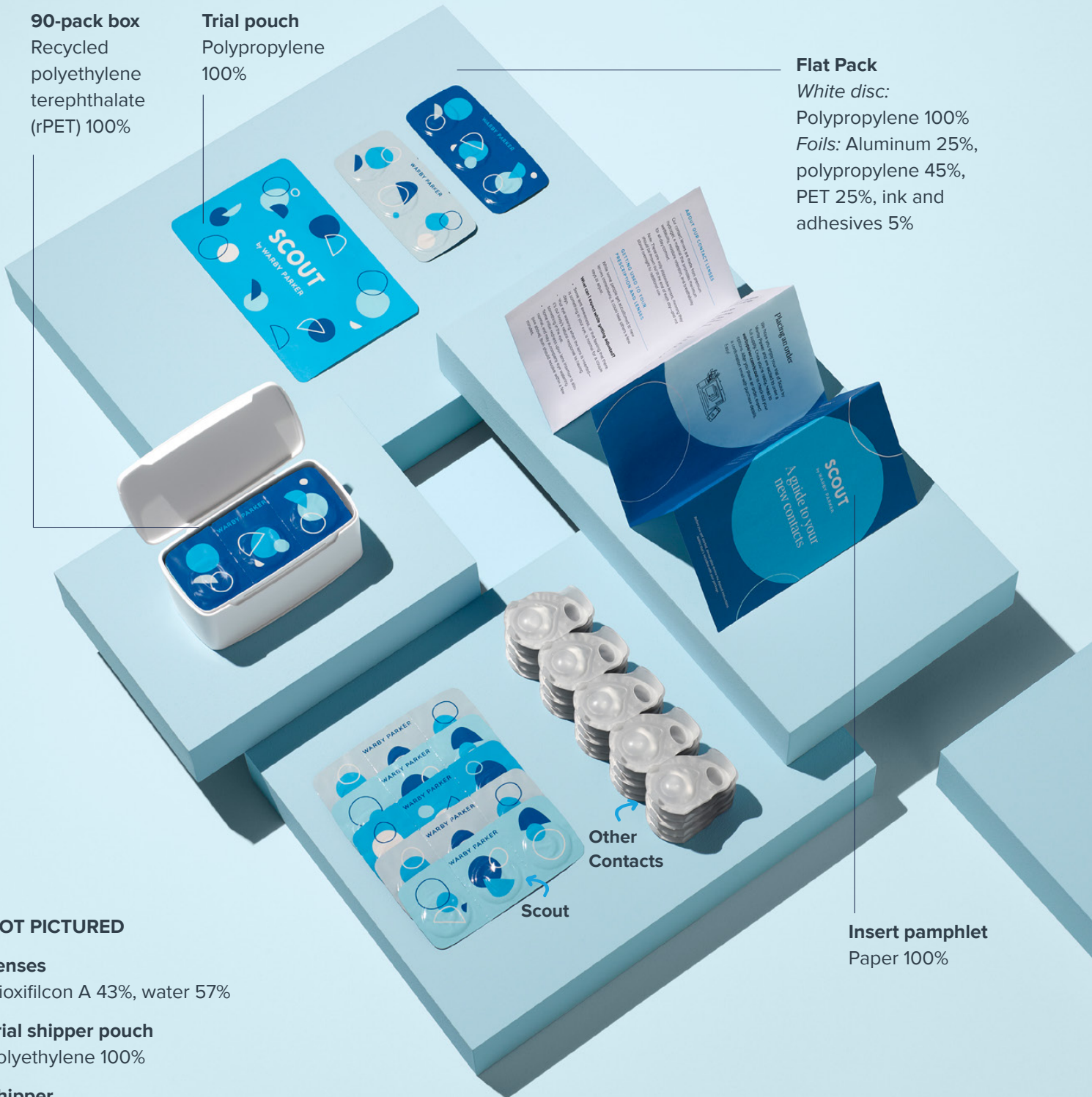


### PACKAGING MATERIALS SCOUT CONTACT LENSES

**90-pack box**  
Recycled polyethylene terephthalate (rPET) 100%

**Trial pouch**  
Polypropylene 100%

**Flat Pack**  
*White disc:* Polypropylene 100%  
*Foils:* Aluminum 25%, polypropylene 45%, PET 25%, ink and adhesives 5%



**NOT PICTURED**

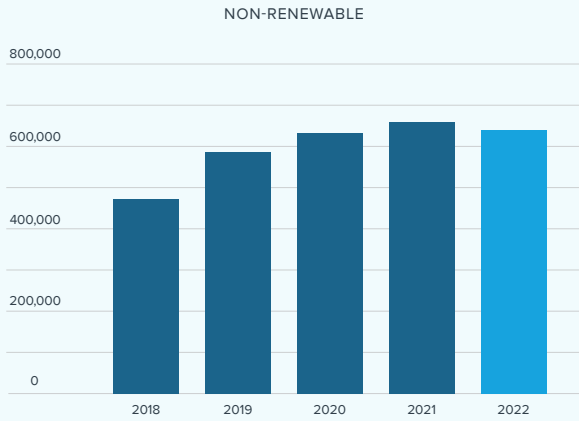
**Lenses**  
Hioxifilcon A 43%, water 57%

**Trial shipper pouch**  
Polyethylene 100%

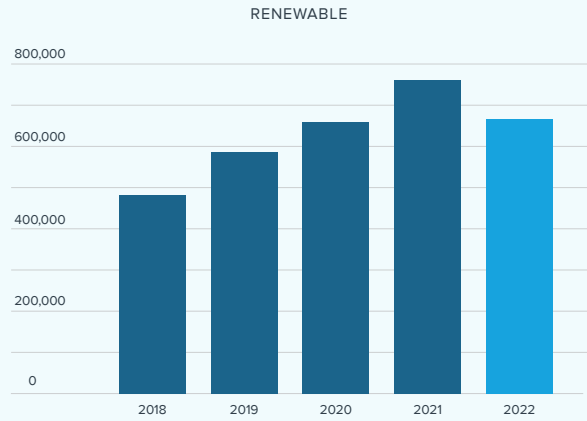
**Shipper**  
Recycled wood pulp 100%

**Insert pamphlet**  
Paper 100%

### Total weight (kg) of materials used to produce and package our products



Demo lenses for orders processed at third-party labs  
Purchase cases, boxes, and lens cloths



Demo lenses for orders processed at Warby Parker labs  
Cellulose acetates and metals  
Purchase shippers and insert pamphlets  
Home Try-On trays  
Home Try-On shippers and insert cards



Artwork by Joe Anderson at Warby Parker Alderwood

Historically, all shippers for frame purchases as well as our Home Try-On program (the packaging that protects our eyeglasses and sunglasses during shipment) have been constructed with 100% recycled content and are fully recyclable curbside in most municipalities. We expanded the sustainability of this program in January 2022 by shifting the tray that contains our glasses to a biodegradable tray in Warby blue. To avoid any unintended negative environmental impact as a result of this shift, we returned our previously used plastic trays to the supplier for recycling, reused their shipping materials for the truck ride, and identified a composting partner for our new trays (located just 30 miles from our distribution center).

Another exciting 2022 achievement was fully launching our demo lens recycling program in partnership with Eastman Chemical. Demo lenses are the clear lenses used to maintain the frame integrity/shape in transit as well as for display and Home Try-On. They are composed of a plastic called PMMA (acrylic) that is clear, not easily scratched, and inexpensive, making it the common choice across the optical industry. For years, we've researched



alternative materials to use as well as downstream solutions and have fallen short due to this type of plastic being incredibly hard to break down. While most commonly it can be physically recycled (broken down into shards) to supply materials for construction, our output alone is not enough for a manufacturer of that scale to take on.

So we brought in the experts. We worked through 2020 and most of 2021 to build a relationship with Eastman Chemical to test the efficacy of taking back our demo lenses, breaking them down to the molecular level, and reusing the molecules to create other materials. We officially launched this program in Q1 2022, and discarded demo lenses from both our Sloatsburg and Las Vegas labs are now used as feedstock in place of fossil fuels to produce new materials that are indistinguishable from their counterparts (including acetate!), preserving natural

resources in the process. In 2022 alone, we saved 20,000 pounds of single-use plastic from landfill.

We continue to actively research and explore ways for our frames to be more sustainable. In 2022 we completed our first-ever Life Cycle Analysis (LCA) for two of our customer-favorite frames, Percey and Simon. We partnered with the ESG consulting organization Sphera to track each and every input and movement possible, from the creation of raw materials to production and wastage at the factory to prescription fulfillment at our Sloatsburg lab. Our approach for the LCA was to be as thorough as possible in cataloging every component and travel mode, and even customer care for a true cradle-to-grave measure. We received the results in early Q4 2022 and are actively building our road map for product, manufacturing, and transportation shifts to reduce our product carbon footprint.





# How Social Compliance Shapes Our Supply Chain

We believe we have a responsibility to use our influence so that working conditions across our supply chain are safe and that our suppliers’ employees are treated with respect.

We maintain that our products must comply with all relevant local, state, and international laws, particularly those related to labor, human rights, public health, and workplace safety. Our Vendor Code of Conduct outlines our requirements for the fair treatment and compensation of all workers—with which we require all direct suppliers to comply—including that our suppliers adhere to our standards on subjects such as child labor, forced labor, discrimination, harassment and abuse, wages and benefits, overtime, housing, freedom of association, subcontracting, local laws, employee feedback, health and safety, environment, and bribery.

## Warby Parker Social Compliance Program

We piloted the Warby Parker Social Compliance Program alongside the independent fair-labor monitoring group Verité in 2012 and formalized it for our direct and key indirect suppliers in 2013. All direct and key indirect suppliers since have been screened using that criteria.

After each auditor screening, our auditors calculate a performance score and produce a report outlining any open concerns. We then get to work with the relevant supplier on an appropriate action plan—including clear deliverables, timelines, and metrics for success—to remediate issues.

All Warby Parker direct and key indirect suppliers must maintain a score of “Good” or higher. Scores assess three categories—Management System, Labor, and Environmental Health and Safety—and within each, Policy and Procedure, Implementation, and Performance.

The Product Development and Social Innovation teams are in charge of the Social Compliance Program, which includes



>86	—————	Excellent
71–85	—————	Good
56–70	—————	Fair
41–55	—————	Poor
<40	—————	Bad

part of the vetting and onboarding process for new suppliers, scheduling audit visits with Verité, and working with the suppliers to improve on identified issues. All of our active direct suppliers in China, Japan, Vietnam, and Singapore, as well as a major Italian supplier, are audited in accordance with our program. We define active direct suppliers as product suppliers that we directly transact with, that each represent more than 10% of our business, and with which we have purchase orders, inventory shipments, and/or payment transactions within the calendar year.

As part of the audit process, Verité auditors conduct confidential interviews with lineworkers at each factory to gather feedback and data. The program requires suppliers to have grievance procedures such as a confidential whistleblowing policy in place for all factory workers. Our internal teams continuously review the year's results with Verité and discuss opportunities for us to better understand the efficacy of our work managing social compliance in our supply chain. In recent years, we've revised our approach to the social compliance visits so that Verité is working more closely with our suppliers to help them better understand the root causes of open social compliance issues. New operational processes and improvements to management structure have enabled the suppliers to focus on closing open issues and keeping them closed, as well as preventing common problems from even arising.

Given the continued and varied travel restrictions regarding COVID-19, there were a few vendors who we were unable to visit in person in 2022, so we leveraged Verité's remote assessment capabilities to perform virtual audits for those suppliers.

We have also continued to build out our social compliance program globally, working with Verité and their local partners to support all suppliers in improving social compliance performance. We drew upon the capacity building workshop on positive management techniques conducted in Italy in 2022 to develop programs that could scale regionally, tailored to assessing the risks and developing the capabilities particular to each manufacturing landscape.



Our optical lab in Sloatsburg, NY



# COVID-19 Response to Supply Chain Management

## International Supply Chain

Since the beginning of the COVID-19 pandemic, we've relied on the strength and transparency of our vendor relationships to navigate unprecedented circumstances. This diligence has continued as we've learned to operate in this new normal, maintaining transparent forecasts and offering prioritized delivery requests to ensure our partners can meet our volume while upholding safety measures and maintaining compliance with government-mandated closures. Production floors remain reconfigured and shift management is still in place to allow for social distancing. This discipline extends across their facilities and includes temperature checks upon entry, PPE wearing, expanded spaces for meals and breaks, visitor restrictions, and sanitization and cleaning multiple times a day. Globally, our vendors are encouraging vaccinations and providing their teams with the access and time off to receive vaccines. We've worked hard to help vendors get through mandatory government lockdown, by being flexible with delays and prioritizing volume.

## Domestic Supply Chain

As we have since the start of the pandemic, we continued to keep COVID-19 top of mind when making decisions that affect the safety and health of our team members. We also leveraged experts and partners to learn about best practices, assess local COVID-19 statuses, and execute plans to mitigate risks.

As the pandemic continues to evolve, we remain in contact with our vendors to assess changes in infection rates and to understand if their teams are able to operate safely.

Throughout 2022 our internal labs continued to follow rigorous protocols. We have established channels of communication for our employees to share vaccination status, and our employees wear PPE and perform COVID-19 testing on a regular basis.

Similar to 2020 and 2021, we continued to perform stringent cleaning protocols within our Home Try-On program to allow for the safest experience possible.



Our optical lab in Las Vegas, NV



# Sustainability at the Office

April 2022 marked the very exciting return to our New York and Nashville offices, after two full years of working remotely due to COVID-19. Welcoming the team back to the office meant revisiting and reprioritizing our sustainability efforts across our physical locations.

Since partnering with Compost Nashville in August 2018, we estimate that we have diverted over 11,266 pounds of materials from landfills at our Nashville office. Across our Nashville and New York City offices, we estimate that we prevented the use of 27,336 plastic water bottles through our Flowater machines in 2022. Through our partnership with Bevi in 2022, we saved over 30,000 plastic bottles across our New York and Nashville offices.

Across both offices, we also use 100% compostable cups, utensils, and plates to ensure a responsibly sourced paper/plastic alternative for employee use. Even though we were in the office less than a year in 2022—including a hybrid, three-days-in-office schedule—we still saw an exciting impact on the environment in our NYC HQ alone.



Our Nashville headquarters

Our usage in 2022 saved the equivalent of:

76,237 PLASTIC BAGS

5,837 GALLONS OF WATER

847 POUNDS OF LANDFILL WASTE

16 TREES



# Advancing Our Mission

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# Embracing Accountability

Ethics and transparency are important to Warby Parker; we seek to live these values by doing good in the world and leading with integrity—not just externally but internally as well.

Our board of directors executes its oversight responsibility for risk management through the Audit Committee, which regularly reviews risk topics with management, including, among others, corporate compliance, cybersecurity, privacy, business continuity, and crisis management. Our Nominating and Corporate Governance Committee has direct oversight of Warby Parker's efforts and strategies with regard to environmental stewardship, corporate citizenship, and other

social and public initiatives. Warby Parker's management regularly assesses the effectiveness of its compliance program and policies, both internally and with third-party assistance, and makes enhancements as needed. Ultimately, we understand the importance of setting the right tone at the top and establishing a strong culture of compliance.

Inclusivity starts at the top, and we've worked so that our board of directors is composed of people who represent a diverse set of ideas, backgrounds, and experiences. We believe increasing the diversity of leadership teams leads to more (and better) innovation and improved financial performance.

## Our Approach to CSR

**We believe that it is everyone's responsibility at Warby Parker to live and execute on our core values and our mission.**

To hold ourselves accountable and gather feedback, we administer periodic company-wide surveys in which an entire section is devoted to our core values and our ability to positively impact stakeholders. We also have a framework in place for quarterly feedback conversations, where team members and their managers can discuss the core values they've embodied most that quarter and how they accomplished them.

### On a more tactical level:

- The Social Innovation team provides the board of directors quarterly social impact updates (new initiatives, progress against existing initiatives, material changes to our strategy, etc.)
- Several social-impact-related metrics are included in our company-wide milestone metric framework, which is how we measure our company's overall performance
- As a public benefit corporation, we are required to follow all public benefit corporation reporting requirements, which this report is meant to satisfy
- Our B Corp Impact Score is publicly available in the B Corp directory, along with a transparent B Impact Assessment and relevant disclosures



## Our Board of Directors

### Neil Blumenthal, CO-FOUNDER AND CO-CEO

Neil Blumenthal has served as our Co-Founder and Co-Chief Executive Officer since 2010, as a member of our board of directors since May 2009, and as the Co-Chair of our board of directors since June 2021. Prior to co-founding Warby Parker in 2010, Mr. Blumenthal served as director of VisionSpring, a nonprofit social enterprise that trains low-income men and women to start their own business selling affordable eyewear to individuals living in developing countries. Mr. Blumenthal currently serves on the board of directors of Allbirds, Inc., a footwear and apparel company, Sweetgreen, Inc., a mission-driven food brand, and the nonprofit organizations Warby Parker Impact Foundation, the Partnership Fund for New York City, and RxArt. Mr. Blumenthal also serves on the board of advisors for the Mayor's Fund to Advance New York City and Responsible Innovation Labs. In addition, Mr. Blumenthal sits on the leadership councils of Robin Hood and Tech:NYC. Mr. Blumenthal has also served as a General Partner of Good Friends, LLC, a venture capital firm, since September 2019.

Mr. Blumenthal holds a Bachelor of Arts degree from Tufts University and a Master of Business Administration degree from the Wharton School of the University of Pennsylvania.

### Jeff Raider, CO-FOUNDER

Jeff Raider has served as our Co-Founder and a member of our board of directors since May 2009. In addition to co-founding Warby Parker, Mr. Raider also co-founded Harry's, Inc., a company aimed to create a family of disruptive omnichannel CPG brands, where he has served as Co-Chief Executive Officer and a member of the board of directors since September 2012. Mr. Raider has also served as a General Partner of Good Friends, LLC, a venture capital firm, since September 2019.

Mr. Raider holds a Bachelor of Arts and a Master's degree in International Studies from the Johns Hopkins University and a Master of Business Administration degree from the Wharton School of the University of Pennsylvania.

### Dave Gilboa, CO-FOUNDER AND CO-CEO

Dave Gilboa has served as our Co-Founder and Co-Chief Executive Officer since 2010, as a member of our board of directors since May 2009, and as the Co-Chair of our board of directors since June 2021. Prior to co-founding Warby Parker, Mr. Gilboa worked at Bain & Company, Inc., a strategy consulting firm, from September 2003 to October 2006, and at Allen & Company LLC, a merchant bank, from October 2006 to May 2008. Mr. Gilboa currently serves on the board of directors of the nonprofit organization Warby Parker Impact Foundation. Mr. Gilboa has also served as a General Partner of Good Friends, LLC, a venture capital firm, since September 2019.

Mr. Gilboa holds a Bachelor of Science degree in Bioengineering from the University of California, Berkeley, and a Master of Business Administration degree from the Wharton School of the University of Pennsylvania. Mr. Gilboa is a member of the Aspen Institute's 2016 Henry Crown Fellowship class and the Aspen Global Leadership Network.

### Andy Hunt, CO-FOUNDER

Andy Hunt has served as our Co-Founder and a member of our board of directors since May 2009. In addition to co-founding Warby Parker, Mr. Hunt also co-founded Elephant Partners, a venture capital firm, and has served as its general partner since May 2015. Mr. Hunt also serves as a member of the boards of directors for Tecovas, Inc., Triple Whale Inc., RealSelf, Inc., and DataDome S.A., among others. From 2011 to 2015, Mr. Hunt was a principal and partner at Highland Capital Partners.

Mr. Hunt holds a Bachelor of Arts in Economics and History from Brown University and a Master of Business Administration degree from the Wharton School of the University of Pennsylvania.

## Teresa Briggs

Teresa Briggs has served as a member of our board of directors since June 2019. In 2019, Ms. Briggs served as a Distinguished Careers Fellow at Stanford University. Prior to that, she spent 37 years at Deloitte LLP, a financial advisory services firm, where she most recently served as Vice Chair and San Francisco Managing Partner from June 2011 until January 2019. Ms. Briggs currently serves on the boards of directors and audit committees of Snowflake Inc., DocuSign, Inc., and ServiceNow, Inc., each a computer software company.

Ms. Briggs holds a Bachelor of Science degree in Accounting from the University of Arizona, Eller College of Management, and is a Certified Public Accountant.

## Joel Cutler

Joel Cutler has served as a member of our board of directors since 2012. Since January 2000, Mr. Cutler has served as a Co-Founder and Managing Director at General Catalyst Partners, a venture capital firm. Mr. Cutler serves on the board of directors of several private companies, including Zego Inc., Multiverse Group Ltd, SESAME, Inc., and Empathy.co. Mr. Cutler also serves on several nonprofit organizations' boards of directors, including the Warby Parker Impact Foundation, Boston Children's Hospital Trust, and Beth Israel Deaconess Medical Center.

Mr. Cutler holds a Bachelor of Arts degree from Colby College and a Juris Doctor degree from Boston College Law School.

## Youngme Moon

Youngme Moon has served as a member of our board of directors since March 2018. Professor Moon currently serves as the Donald K. David Professor of Business at Harvard Business School, where she has taught since June 1998. Professor Moon currently serves as a member of the board of directors of Mastercard Inc., Unilever PLC, and Sweetgreen Inc., and on the boards of several private companies, including Whoop, Inc., and Bloom & Wild Limited. Professor Moon serves on the corporate responsibility committee of the board of directors of Unilever PLC, the risk committee and the human resources and compensation committee of the board of directors of Mastercard, Inc., and the compensation committee and the nominating, environmental, social, and governance committee of the board of directors of Sweetgreen, Inc.

Professor Moon holds a Bachelor of Arts degree from Yale University, as well as a Master's degree and Ph.D. from Stanford University.

## Gabrielle Sulzberger

Gabrielle Sulzberger has served as a member of our board of directors since August 2021. Before joining us, Ms. Sulzberger served as a Co-Founder and General Partner of Fontis Partners from 2009 to 2019, which specializes in late venture and buyout investments, and currently serves as a senior advisor to Centerbridge Partners and Two Sigma Impact, as well as the Chair of the ESG Practice at Teneo Consulting. Ms. Sulzberger also currently serves on the board of directors and audit committee of Mastercard Inc., Eli Lilly and Company, and Cerevel Therapeutics, as well as on the boards of private companies Acorns and True Food Kitchen. Additionally, Ms. Sulzberger serves on the nonprofit boards of the Ford Foundation, the Metropolitan Museum of Art, and Sesame Street.

Ms. Sulzberger holds a Bachelor of Arts degree from Princeton University, a Juris Doctor from Harvard Law School, and a Master of Business Administration degree from Harvard Business School.

## Ronald A. Williams

Ronald A. Williams has served as a member of our board of directors since August 2021. Before joining us, Mr. Williams served as the Chairman and CEO of Aetna Inc. from 2006 to 2010. Since 2011, Mr. Williams has served as the Chairman and CEO of RW2 Enterprises, through which he counsels C-Suite corporate executives. Mr. Williams also currently serves on the board of directors of the Boeing Company and agilon health, Inc. He serves on the boards of private companies apree health (previously Castlight/Vera Whole Health Inc.) and Millennium Physician Group. He has also served on the boards of American Express, Johnson & Johnson, Envision Healthcare and naviHealth, Inc. Mr. Williams is a Chairman of the Conference Board and a member of the President's Circle of the National Academies, and was elected to the American Academy of Arts and Sciences. Mr. Williams also served on President Obama's President's Management Advisory Board from 2011 to 2017.

Mr. Williams holds a Bachelor of Arts degree from Roosevelt University and a Master of Business Administration degree from the Sloan School of Business at the Massachusetts Institute of Technology.

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# About This Report

## FORWARD-LOOKING STATEMENTS

The statements, estimates, projections, guidance or outlook contained in this report include “forward-looking” statements that are intended to take advantage of the “safe harbor” provisions of the federal securities law. The words “may,” “might,” “will,” “could,” “would,” “should,” “expect,” “plan,” “anticipate,” “intend,” “seek,” “believe,” “hope,” “think,” “goal,” “want,” “strive,” “aim,” “target,” “estimate,” “predict,” “potential,” “continue,” “contemplate,” “possible,” and similar words are intended to identify forward-looking statements. These statements may contain information about environmental, climate, diversity and inclusion, or other “ESG” targets, goals and commitments, financial prospects, economic conditions, and trends and involve risks and uncertainties. Our actual future results, including the achievement of our targets, goals or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors. Such risks, uncertainties, and factors include the risk factors discussed more fully in the “Risk Factors” section of our filings with the U.S. Securities and Exchange Commission, including our reports on Forms 10-K, 10-Q, and 8-K, as well as, with respect to our environmental, climate, diversity and inclusion, or other “ESG” targets, goals, and commitments outlined in this report or elsewhere, and other assumptions, risks, uncertainties, and factors identified in this report.

## A WORD ABOUT MATERIALITY

This report contains statements based on hypothetical scenarios and assumptions as well as estimates or topics that are subject to a high level of uncertainty, and these statements should not necessarily be viewed as being representative of current or actual risk or performance, or forecasts of expected risk or performance. While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with or reporting pursuant to the U.S. federal securities laws and regulations, even if we use the words “material” or “materiality” in this report or in the appendices.

Though mentioned in this report, the contents of the websites [warbyparkerfoundation.org](http://warbyparkerfoundation.org) and [warbyparker.com](http://warbyparker.com) are separate and do not form a part of this report.

# GRI Topic Definitions

## Environment

Climate Change	Our measures and goals to mitigate contributions to man-made climate change by addressing our GHG emissions across Scopes 1–3 and working to neutralize the carbon footprint of our operations.
Energy Use	<p>Our efforts to lower our environmental footprint through optimizing the efficiency of energy consumption and savings in our operations and supply chain.</p> <p>We use energy to create and sell our products, and this energy use contributes to our overall environmental footprint. We therefore aim to explore and implement processes and technology that enable reductions in our overall use by either helping us consume less energy or driving more efficient energy use.</p>
Waste	Our efforts to use recyclable and compostable materials, limit single-use materials, and reduce the amount of operational and supply chain waste entering landfill. We aim to consider the full life cycle of our products, from raw material procurement to production and waste during the manufacturing process.
Water	How we manage water use across our value chain, striving to increase efficiency and mitigate our impact on global water resources and water-stressed areas.
Sustainable Design	How we work toward reducing the use of virgin materials in products and packaging, and design with product end-of-life in mind to drive circularity, recyclability, and responsible disposal.

## Social

Access to Eye Care	Providing access to eye care through our Buy a Pair, Give a Pair program, which includes Pupils Project. Through this program, over 13 million pairs of eyeglasses have been distributed to people in need across over 75 countries, enabling them to lead safe, happy, and productive lives. We also advocate for wider access to vision services, support studies related to eye health, and help advance work educating communities on the importance of eye health.
Inclusion, Equity, and Diversity	<p>Our commitment to create fair, inclusive, and equitable workplaces, in which every employee can succeed, grow, and bring their authentic selves to work.</p> <p>We aim to extend this commitment to inclusion and equity to our customers, offering services that make them feel engaged, heard, and valued.</p>
Employee Wellness	<p>Our efforts to holistically support employees, including any policies, benefits, resources, and programming designed to enable mental, physical, social, and financial well-being.</p> <p>These efforts also include managing employee health and safety through workplace risk assessment and programs.</p>

**Social**

People Management

Our efforts to fairly compensate employees and empower team members with skills and resources that promote their professional success and drive upward mobility in new opportunities.

Warby Parker wouldn't be where it is today without its team members; we strive to attract and retain talented people who will ensure the growth and innovation of our business.

Community Engagement

Our programs and efforts to engage with our communities through volunteering, providing product and financial donations, and spearheading programs and events that benefit our communities.

Product Safety and Quality

Our efforts to choose vendors, select materials, and perform rigorous product testing with the assistance of third-party agencies, all with the aim of attaining high quality and safety standards.

This includes our policies to ensure vendors only use raw materials and Warby Parker-recommended suppliers to achieve expected results in final third-party testing. As part of our policies, these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer.

**Governance**

Responsible Governance

Our efforts to demonstrate accountable and inclusive management by working with fairness, valuing stakeholder input, and reporting transparently on our operations to build trust.

These efforts include policies, training, and audit processes that help assure integrity is upheld across our business.

Ethics and Integrity

Our efforts to ensure we are operating in compliance with local laws to protect the integrity of our business and the human rights of people we engage with—from our employees and suppliers to our customers and communities.

This includes making employees aware of our policies for bribery and corruption as well as living our values and demonstrating leadership for others to follow.

Tax and Economic Contribution

Our efforts and processes to ensure that we comply with the relevant tax regulations and authorities wherever we operate.

Data Privacy and Security

Our processes to comply with legal requirements around the collection, storage, protection, and use of customer and supplier data.



# GRI Index

## Global Reporting Initiative (GRI) Index

When we use the terms “material,” “materiality” and similar terms, we are using such terms to refer to topics that reflect Warby Parker’s significant economic, environmental and social impacts or to topics that substantially influence the assessments and decisions of stakeholders in what the GRI Sustainability Reporting Guidelines define as “material topics.” We are not using these terms as they have been defined by or construed in accordance with the securities laws or any other laws of the U.S. or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting.

Warby Parker has reported the information cited in this GRI content index for the period January 1 to December 31, 2022 with reference to the GRI Standards.

### GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
<b>Organizational Profile</b>		
2-1	Organizational details	<p>Warby Parker Inc.            Warby Parker is a publicly traded Delaware public benefit corporation.            Headquarters: New York, New York            Countries of operation: United States, Canada</p> <p>About Us, p. 5</p>
2-2	Entities included in the organization’s sustainability reporting	<p>All operating subsidiaries are included in our sustainability reporting. The entities are:            Warby Parker Inc.            Warby Parker Retail Inc.            WPCA Holdings Inc.            WPVA Real Estate LLC</p> <p>Certain metrics in this report also contain data with respect to Professional Corporations (P.C.s) for which we provide management services.</p>
2-3	Reporting period, frequency and contact point	<p>Impact reporting is from January 1 to December 31, 2022            Financial reporting is shared annually.            Impact Report publication date: April 2023            Contact information for report questions: <a href="mailto:socialinnovation@warbyparker.com">socialinnovation@warbyparker.com</a></p>
2-4	Restatements of information	There were no restatements of information from the previous reporting year.
2-5	External assurance	We did not seek external assurance for this report.

2-6	Activities, value chain and other business relationships	<p>About Us, p. 5  Team Members, p. 19  Our Community, p. 38  Our Supply Chain, p. 58</p>
		<p>Our Retail Locations  Warby Parker serves customers in the U.S. and Canada; the majority of our sales are direct to consumers on an individual basis, with a small percentage coming from bulk orders such as corporate gifting. Our In-Store Prescription Check service and Prescription Check app are not allowed in all states due to telehealth regulations and other restrictions. Contacts are not yet sold in Canada. Our retail locations can be found at <a href="https://www.warbyparker.com/retail">https://www.warbyparker.com/retail</a></p>
2-7	Employees	<p>About Us, p. 5  Team Members, p. 19–30</p>
		<p>The majority of Warby Parker's activities are performed by workers employed by Warby Parker and employed through professional corporations for which Warby Parker provides management services.</p>
		<p>Total number of employees by employment contract in Canada in 2022: 2 full-time, 22 part-time</p>
2-8	Workers who are not employees	<p>a. Team Members, p. 19  The majority of Warby Parker's activities are performed by workers employed by Warby Parker and employed through professional corporations for which Warby Parker provides management services.</p> <p>b. n/a  c. n/a</p>
2-9	Governance structure and composition	<p>Embracing Accountability, p. 69  Our Board of Directors, p. 70–71</p>
		<p><u>Governance Documents</u>   <u>Nominating and Corporate Governance Committee Charter, p. 1–3</u></p>
2-10	Nomination and selection of the highest governance body	<p><u>a. Nominating and Corporate Governance Committee Charter, p. 1–3</u>  <u>Corporate Governance Guidelines, p. 1–7</u></p> <p><u>b. Nominating and Corporate Governance Committee Charter, p. 1–3</u>  <u>Corporate Governance Guidelines, p. 1–7</u></p>
2-11	Chair of the highest governance body	<p>Our Board of Directors, p. 70–71</p>
		<p>Warby Parker's co-CEOs are the co-Chairs of the Board of Directors. As the founders of our business, our co-CEOs have a deep knowledge of our business and industry. We prevent and mitigate conflicts of interest through our majority independent Board (seven out of nine directors are independent), and through our Related Party Transactions Policy. Under the policy, any transactions involving a "related party" and/or that could pose a conflict of interest are reviewed and approved by our Audit Committee, which consists of fully independent directors. (<a href="https://investors.warbyparker.com/governance/board-of-directors/default.aspx">https://investors.warbyparker.com/governance/board-of-directors/default.aspx</a>)</p>

2-12	Role of the highest governance body in overseeing the management of impacts	<p>Embracing Accountability, p. 69</p> <p><u>Governance Documents</u></p> <p><u>Nominating and Corporate Governance Committee Charter</u></p> <p>The Board of Directors and Committees meet at least quarterly and senior management keeps the board apprised of developments in the business.</p>
2-13	Delegation of responsibility for managing impacts	<p>Embracing Accountability, p. 69</p> <p>The Senior Management team and the Nominating and Corporate Governance Committee oversee the Social Innovation department, which manages Warby Parker's impacts on the economy, environment, and people.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Our Board members were surveyed as part of Warby Parker's 2022-3 materiality assessment.</p> <p><u>Nominating and Corporate Governance Committee Charter, p. 2</u></p> <p>Our Nominating and Corporate Governance Committee, which oversees our ESG initiatives, reviews our Impact Report.</p>
2-15	Conflicts of interest	<p><u>Corporate Governance Guidelines</u>, p. 7: 'Service on other boards and/or committees should be consistent with the Company's conflict of interest policies.'</p> <p>Pursuant to the Corporate Governance Guidelines, prior to accepting any position on the board of directors of any organization, whether for-profit or not-for-profit, current directors should notify the Chair of the Nominating and Corporate Governance Committee of the Board and the General Counsel. The Chair of the Nominating and Corporate Governance Committee and the General Counsel shall review the proposed board membership to ensure compliance with applicable laws and policies.</p> <p>In addition, the Audit Committee is responsible for approving any transactions that could present a conflict of interest. The Audit Committee is fully independent and if there are any related-party transactions or transactions that could have the appearance of a conflict of interest, those will be reported annually in our Proxy Statement, which is filed with the SEC and delivered to shareholders.</p> <p><u>Audit Committee Charter</u>, p. 1–4</p> <p>Our <u>Code of Conduct</u> outlines our policies and procedures with respect to potential or actual conflicts of interest.</p>
2-16	Communication of critical concerns	<p>The Board of Directors and Committees meet at least quarterly and senior management keeps the Board apprised of developments in the business, including any critical concerns that may arise. Concerns are logged to record the number and nature of complaints (such as whistleblower concerns or employee-relations issues).</p>
2-17	Collective knowledge of the highest governance body	<p>The members of the Board are also members of other organizations' boards and have a diverse set of skills and expertise. The Chair of the Nominating and Corporate Governance Committee has extensive ESG experience, and has advised other companies on how to meet their ESG guidelines.</p> <p>Embracing Accountability, p. 69</p>



2-18	Evaluation of the performance of the highest governance body	<p><u><a href="#">Corporate Governance Guidelines</a></u></p> <p>Annual evaluations of the Board of Directors and its Committees, including on oversight of ESG management at Warby Parker, are conducted by the Chair of the Nominating and Corporate Governance Committee.</p>
2-19	Remuneration policies	<p><u><a href="#">Compensation Committee Charter</a></u>, p. 1–3</p> <p>SEC Filing - <u><a href="#">2022 Proxy Statement</a></u></p>
2-20	Process to determine remuneration	<p><u><a href="#">Compensation Committee Charter</a></u></p> <p>We have a fully independent Compensation Committee, which retains an independent compensation consultant to ensure that compensation is consistent with market practice.</p>
2-22	Statement on sustainable development strategy	A Message From Our Co-CEOs, p. 4
2-23	Policy commitments	<p>A Message From Our Co-CEOs, p. 4</p> <p>Core Values, p. 7</p> <p>Our Focus, p. 8</p> <p>Warby Parker Social Compliance Program, p. 64</p> <p>Putting It All Together, p. 15</p> <p>Vendor Code of Conduct, p. 64</p> <p><u><a href="#">Warby Parker Code of Conduct</a></u></p> <p>Board, employees, business partners: The Warby Parker Code of Conduct is a statement of our values and our commitment to ethical standards for members of our Board of Directors, officers, employees, and business partners. It includes commitments to Building an Ethical Business, Building a Safe and Inclusive Workplace, Building a Better Community, and this Policy.</p> <p>Suppliers: We require all of our direct suppliers to comply with our Vendor Code of Conduct. In addition to our Vendor Code of Conduct requiring that all vendors be compliant with local laws related to wages and overtime, we undertake efforts to make sure that employees are treated fairly, provided a safe work environment, and legally compensated for their work.</p> <p>We have established the general principles that represent our minimum expectations and serve only as a starting point for our direct suppliers to evaluate their own practices and working conditions, as well as those of any subcontractors. Failure to do so may result in Warby Parker's suspension of all production and the termination of any business relationship.</p>
2-24	Embedding policy commitments	<p><u><a href="#">Warby Parker Code of Conduct</a></u></p> <p>Warby Parker Social Compliance Program, p. 64</p> <p><u><a href="#">Vendor Code of Conduct</a></u></p>
2-25	Processes to remediate negative impacts	Warby Parker Social Compliance Program, p. 64

2-26	Mechanisms for seeking advice and raising concerns	<p>All directors and employees have a duty to report any known or suspected violation of Warby Parker's Code of Conduct. We strongly encourage prompt reporting of complaints so that reparative action can be quickly taken.</p> <p>Employees should report any violations of the Code to their manager, another trusted individual in management, the Legal team, or the co-CEOs. They can also to make a report anonymously using our ethics hotline service, available 24 hours a day, 7 days a week.</p> <p>Warby Parker Social Compliance Program, p. 64 <a href="#">Vendor Code of Conduct</a></p>
2-27	Compliance with laws and regulations	<p>During the 2022 reporting period, there were no instances of noncompliance with laws and regulations that would lead to significant fines or nonmonetary sanctions.</p> <p>Significant instances of noncompliance are defined as something that would have a major, negative impact on Warby Parker's financial results, operations, or reputation.</p>
2-28	Membership associations	<p>Partnering for Good, p. 42 Warby Parker Impact Foundation, p. 12</p> <p>We are members of a number of organizations in which we are able to support our immediate stakeholders, for example: National Association of Optometrists and Opticians (NAOO), representing the retail optical industry and eye care providers; The Data &amp; Trust Alliance, a coalition that brings together leading businesses and institutions across multiple industries to learn, develop, and adopt responsible data and AI practices; Tech:NYC, a nonprofit working to attract tech talent to New York City and to encourage policies that facilitate tech growth; Partnership for New York City, which promotes economic growth by working with government, labor, and the nonprofit sector in order to maintain the city's position as a global center of commerce and innovation; Human Rights Campaign (HRC), the largest national lesbian, gay, bisexual, transgender, and queer civil rights organization; the Civic Alliance, a nonpartisan coalition of businesses united by a commitment to a thriving democracy; and Business for America, also a nonpartisan nonprofit focused on improving America's civic health.</p> <p>We are also part of the EYEliance, a multi-sector coalition of public, private, and nongovernmental partners collaborating to address the global need for glasses.</p>
2-29	Approach to stakeholder engagement	<p>Our Focus, p. 8 Our Stakeholders, p. 9</p> <p>We built Warby Parker on the belief that every decision should be made with our customers, employees, shareholders, community, environment, and partners top of mind.</p> <p>We track and are publicly reporting our impact on our stakeholders.</p> <p>To hold ourselves accountable and gather feedback, we administer periodic company-wide surveys in which an entire section is devoted to our core values and our ability to positively impact stakeholders (Our Approach to CSR, p. 69).</p>
2-30	Collective bargaining agreements	<p><a href="#">Vendor Code of Conduct</a></p> <p>Freedom of Association: Each factory must allow employees to associate with, form, and join employees' organizations of their choosing, bargain collectively, and seek adequate representation.</p> <p>None of our employees are parties to collective bargaining agreements. We strive to maintain positive employee relations with all employees.</p>

## MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
3-1	Process to determine material topics	Overview of Impact Strategy, p. 13 GRI Topic Definitions, p. 74–75
3-2	List of material topics	All topics are meaningful to us, but for this report, we share specific information on the nine topics deemed highest in importance based on our most recent materiality assessment (p. 14): <ul style="list-style-type: none"> <li>• Access to eye care</li> <li>• Climate change</li> <li>• Inclusion, equity, and diversity</li> <li>• Sustainable design</li> <li>• Product safety and quality</li> <li>• Ethics and integrity</li> <li>• Employee wellness</li> <li>• People management</li> <li>• Responsible governance</li> </ul>
3-3	Management of material topics	Our Community, p. 38 Our Buy a Pair, Give a Pair Program, p. 39 At School With Pupils Project, p. 41 Partnering for Good, p. 42 Volunteering, p. 30 GRI Topic Definitions, p. 74–75
<b>Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption	Embracing Accountability, p. 69  We conduct an annual enterprise risk assessment and financial fraud risk assessment, as well as other periodic risk assessments across different areas of the company. We have not identified significant risks related to corruption through the assessments performed.
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2022.
<b>Anti-competitive behavior</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Embracing Accountability, p. 69  During the 2022 reporting period, there were no known instances of noncompliance with regulations concerning anti-competitive behavior, anti-trust, or monopoly practices.
<b>Tax</b>		
207-3	Stakeholder engagement and management of concerns related to tax	Our Stakeholders, p. 9




































Disclosure	Description	Cross-Reference or Answer
<b>Materials</b>		
301-1	Materials used by weight or volume	Sourcing With Transparency, p. 59–63
301-2	Recycled input materials used	Sourcing With Transparency, p. 59–63  For frames sold and HTO orders fulfilled in 2022, 51% of input materials by weight came from recycled materials.
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	Managing Our Carbon Footprint, p. 55–57
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Carbon Footprint, p. 55–57
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Carbon Footprint, p. 55–57
<b>Employment</b>		
401-1	New employee hires and employee turnover	Employee data, p. 34
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full-time team members are eligible for healthcare, life insurance, bereavement leave, disability coverage, paid parental leave, and paid holidays to support physical and mental well-being.  Warby Well-being, p. 20
401-3	Parental leave	Full-time team members are eligible for paid parental leave.  Warby Well-being, p. 20
<b>Diversity and equal opportunity</b>		
405-1	Diversity of governance bodies and employees	Inclusion, Equity and Diversity, p. 31–37  <u><a href="#">Racial Equity Strategy</a></u>
<b>Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	During the 2022 reporting period, all reported incidents were investigated thoroughly, and there were no incidents of discrimination requiring action in a court of law.



Disclosure	Description	Cross-Reference or Answer
<b>Local communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Our Community, p. 38  We implement community engagement initiatives in the areas where we operate, examples of which are highlighted throughout our Impact Report.
<b>Supplier social assessment</b>		
414-1	New suppliers that were screened using social criteria	As of January 1, 2022, all new product-development suppliers are screened using our New Vendor Procurement Protocol, which contains social criteria. One new product-development supplier was onboarded in 2022.
414-2	Negative social impacts in the supply chain and actions taken	Sourcing With Transparency, p. 59 How Social Compliance Shapes Our Supply Chain, p. 64  100% of our Tier 1 suppliers are audited by our third-party auditor, Verité. They also audit the majority of our Tier 2 suppliers.
<b>Public policy</b>		
415-1	Political contributions	We did not make any political contributions in 2022.
<b>Customer health and safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety, p. 48  100% of Warby Parker's products are assessed for health and safety impact improvements.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no significant incidences of noncompliance with laws or regulations in 2022.
<b>Customer privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have not identified any substantiated complaints concerning material breaches of customer privacy in 2022.  <a href="#">Privacy Policy</a>

# SDG Index

The United Nations Sustainable Development Goals (SDGs) provide a framework for sustainable development and are a call for action by governments, businesses, and civil society organizations to address the urgent problems facing our world today. Warby Parker recognizes that collective action is required to meet these goals, and we are proud to contribute to a number of the SDGs across our business. The SDGs most relevant to our GRI topics are outlined in the following index.

GRI Topic	Focus Areas	GRI Topic	Focus Areas
Access to Eye Care	    	Responsible Governance	  
Climate Change		Water	 
Inclusion, Equity, and Diversity	 	Waste	
Sustainable Design	 	Energy Use	 
Product Safety and Quality	 	Data Privacy and Security	 
Ethics and Integrity		Community Engagement	    
Employee Wellness		Tax and Economic Contribution	 
People Management	   		

# SASB Index

## SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	n/a	<p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> <li>• Proposition 65</li> <li>• The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2)</li> <li>• REACH regulation</li> </ul> <p>We also are required to comply with standards set by the American National Standards Institute (ANSI) for prescription eyewear and sunglasses (both prescription and non-prescription).</p> <p>Product Quality and Safety, p. 48</p> <p>Our Vendor Compliance Manual outlines our required regulatory and performance testing protocols, which were created in partnership with a global third-party testing agency, and reserves the right of Warby Parker to cancel any purchase orders should the supplier fail to comply or the product be found to not be in compliance.</p> <p>All nominated raw material suppliers must follow our protocol. We nominate all aspects of the frame in our bill of materials (with the exception of demo lenses, metal suppliers, epoxy suppliers, and shipping materials).</p> <p>Sourcing With Transparency, p. 59</p>	Product Quality and Safety, p. 48 Sourcing With Transparency, p. 59
CG-AA-250a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	<p>Acetate comprises the majority of materials used in our products. Our frames fall under the category of Class I medical devices as defined by ISO 10993, and must be evaluated for biocompatibility. Our vendors may only use raw materials and suppliers recommended by Warby Parker to achieve expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. We partner with international third-party testing agencies to verify the results.</p> <p>Our primary acetate suppliers regularly conduct tests required by ISO 10993 and submit documentation to medical consultants, who have favorable opinions on biocompatibility. These tests and alignment with ISO 10993 help mitigate potential risks associated with human health impacts.</p> <p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> <li>• Proposition 65</li> <li>• The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2)</li> <li>• REACH Substances of Very High Concern (SVHCs)</li> </ul> <p>The main supplier of hinge and core wire for our acetate frames follows specific procedures for the approval of the materials, and carries out random testing for the possible presence of materials that are prohibited by international regulations.</p> <p>These policies do not differ by geography.</p> <p>Product Quality and Safety, p. 48</p>	Product Quality and Safety, p. 48

## SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement <sup>2</sup>	Quantitative	Percentage (%)	<p>100% of our factories must demonstrate a regard for the environment, as well as compliance with all applicable local environmental laws. Wastewater discharge is not a significant issue for our business, since minimal water is used in the process of manufacturing our glasses. Most water usage in our supply chain occurs during plating. However, none of our Tier 1 suppliers manage this process at their facilities.</p> <p>Managing Our Carbon Footprint, p. 55 Sourcing With Transparency, p. 59</p>	Managing Our Carbon Footprint, p. 55 Sourcing With Transparency, p. 59
CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	<p>Because Warby Parker is an eyewear company that must adhere to biocompatibility standards for medical devices, the Higg FEM is less relevant to our business. The majority of our Tier 1 suppliers, who each represent &gt;10% of our business, are certified to the ISO 14001:2015 standard. This standard provides a framework for suppliers to take action to protect the environment. The standard also specifies requirements that enable suppliers to achieve the intended outcomes the standard sets through its environmental management system.</p> <p>100% of our suppliers who manufacture acetate frames are ISCC-certified (International Sustainability and Carbon Certification), as are the acetate raw material suppliers. The main supplier of our nonprescription sun lenses has certified their entire production chain to REDcert<sup>2</sup> standards for applicable material types.</p> <p>Our Global Supply Chain, p. 58</p>	Our Global Supply Chain, p. 58
CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	<p>100% of our Tier 1 suppliers are audited by our third-party auditor, Verité. They also audit the majority of our Tier 2 suppliers.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64 Warby Parker Social Compliance Program, p. 64</p> <p><u>Vendor Code of Conduct</u></p>	How Social Compliance Shapes Our Supply Chain, p. 64 Warby Parker Social Compliance Program, p. 64
CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits <sup>3</sup>	Quantitative	Percentage (%)	<p>After each social compliance visit, our auditors at Verité calculate a performance score, and produce a report outlining any open concerns and providing recommendations for corrective actions for zero-tolerance issues, immediate action issues, and continuous improvement. We arrange follow-up visits from our auditors for suppliers who need additional support in remediating any open issues and making sustained improvements.</p> <p>100% of suppliers audited in 2022 scored "Good" or "Excellent" in our Social Compliance program.</p> <p><u>Vendor Code of Conduct</u> How Social Compliance Shapes Our Supply Chain, p. 64</p>	How Social Compliance Shapes Our Supply Chain, p. 64



## SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	n/a	<p>All Warby Parker Tier 1 and key Tier 2 suppliers must maintain a score of “Good” or higher in our Social Compliance program. To calculate suppliers’ scores, we assess three categories, which focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each of these, Policy and Procedure, Implementation, and Performance. Within these areas, we weigh specific elements differently, with some issues considered zero tolerance, including forced labor, child labor, and human trafficking.</p> <p>Examples of items evaluated under each key risk category in our supply chain include:</p> <ul style="list-style-type: none"> <li>• Management System: Organization structure, monitoring systems, risk assessments, policies and Codes of Conduct, etc.</li> <li>• Labor: Working hours and overtime, recruitment and employment, wages and benefits, harassment and abuse, discipline and termination, etc.</li> <li>• Environmental Health and Safety: Emergency preparedness, machine and wiring safety, chemical management, waste management, first aid, etc.</li> </ul> <p>How Social Compliance Shapes Our Supply Chain, p. 64 Warby Parker Social Compliance Program, p. 64 About this Report, p. 73</p>	<p>How Social Compliance Shapes Our Supply Chain, p. 64</p> <p>Warby Parker Social Compliance Program, p. 64</p> <p>About this Report, p. 73</p>
CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	n/a	<p>The priority raw materials that make up our glasses include:</p> <ul style="list-style-type: none"> <li>• Cellulose acetate</li> <li>• Acrylic</li> <li>• Polycarbonate</li> <li>• Stainless steel</li> <li>• Titanium</li> </ul> <p>All glasses suppliers may only use raw materials and suppliers recommended by Warby Parker to ensure expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. All strategic raw material suppliers must maintain a score of “Good” or higher in our Social Compliance program. To calculate the score, we assess three categories, which focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each of these, Policy and Procedure, Implementation, and Performance.</p> <p>Product Quality and Safety, p. 48 Sourcing With Transparency, p. 59 How Social Compliance Shapes Our Supply Chain, p. 64</p>	<p>Product Quality and Safety, p. 48</p> <p>Sourcing With Transparency, p. 59</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>

## SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-440a.4	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric tons (t)	<p>International Sustainability and Carbon Certification (ISCC) is a globally applicable sustainability-certification system and covers all sustainable feedstocks, including agricultural and forestry biomass, biogenic wastes and residues, circular materials, and renewables. 100% of the cellulose acetate for our frames comes from ISCC-certified suppliers.</p> <p>Our main supplier of the hinge and core wire that goes into our acetate frames is certified to ISO 90001.</p> <p>Our main supplier of nonprescription sun lenses is certified to REDcert standards and leverages a production process in which 39% bio-based raw materials partially substitute for fossil-based material throughout the value chain for applicable material types. The organic raw material itself comes from the waste produced by the agricultural and lumber industries. As a result, the carbon footprint of this lens has been reduced by 50% compared to a fully fossil-based manufacturing process.</p> <p>The Italian facility of our nonprescription sun lenses is certified by the globally recognized energy management standard ISO 50001.</p> <p>We have partnered with Eastman Chemical to recycle all demo lenses discarded from our in-house optical labs at their Tennessee facility, where Eastman's Carbon Renewal Technology is used to break the lenses down to their molecular level. Once broken down, the molecules are reused as the building blocks to create Eastman Acetate Renew—an acetate exclusively supplied by Eastman that is 60% bio-based and 40% certified recycled content, and produces 20% to 50% fewer greenhouse gas emissions compared to traditional acetate.</p> <p>We will continue to collect additional information from our top raw material suppliers.</p> <p>Product Quality and Safety, p. 48</p>	Product Quality and Safety, p. 48
CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	<p>We have more than five Tier 1 suppliers. The exact number of our suppliers is currently confidential.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>	How Social Compliance Shapes Our Supply Chain, p. 64

## SASB Standard: Apparel, Accessories, and Footwear

### Glossary: Table of Definitions

Term	Definition
Proposition 65	A California law, also known as the Safe Drinking Water and Toxic Enforcement Act of 1986, intended to prevent drinking water from contamination that could lead to human health risks, including cancer and reproductive health risks. California businesses are required to publicly disclose potential exposure to chemicals linked to these risks.
Restriction of Hazardous Substances Directive EU 2015/863 (RoHS 2)	A European Union regulation for products that restricts the use of hazardous materials associated with human health and the environmental risks. The regulation sets maximum allowed levels for each hazardous material in a product. These materials include lead, cadmium, mercury, hexavalent chromium, polybrominated biphenyls (PBB) and polybrominated diphenyl ethers (PBDE), bis(2-ethylhexyl) phthalate (DEHP), butyl benzyl phthalate (BBP), dibutyl phthalate (DBP), and diisobutyl phthalate (DIBP). Under this directive, manufacturers are also required to comply with the restriction of these hazardous materials.
REACH	A European Union regulation that stands for Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH). Under this regulation, organizations are required to both identify and manage human health and environmental risks in the substances of their products.
REACH Substances of Very High Concern (SVHC)	The materials identified by REACH as being the most dangerous for human health and the environment. These include substances classified as carcinogenic, mutagenic, reprotoxic, bio-accumulative, and endocrine-disrupting.
ISO 10993	A series of standards created by the International Organization for Standardization (ISO) to evaluate biocompatibility of medical devices to manage potential human health risks.
ISO 14001	A standard created by the International Organization for Standardization (ISO) that requires organizations to have an effective environmental management system to measure environmental impacts and make improvements over time.
Tier 1 (Direct) Suppliers	Warby Parker defines Tier 1 suppliers as: <ul style="list-style-type: none"> <li>Suppliers that we directly transact with</li> <li>Suppliers that each represent &gt;10% of our business</li> </ul>
Tier 2 (Indirect) Suppliers	Warby Parker defines Tier 2 suppliers as: <ul style="list-style-type: none"> <li>Frame suppliers that comprise less than 10% but greater than 3% of our business</li> <li>All major glasses raw material suppliers, which we strategically nominate and refer to our frame vendors</li> </ul>

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