

WARBY PARKER

Impact Report 2018

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Introduction

In the early days of Warby Parker, we gathered our first 20 or so team members and asked them, and ourselves, to reflect on the principles by which they lived. Work aside, just think about what gets you up in the morning and what keeps you going (no pressure). These first employees were the nucleus of Warby Parker, and their personal values helped inform the company's values. They wrote down over 200 ideals—many of them overlapped—and every employee voted on what would become the organization-wide standards of accountability, our core values. Nearly 10 years later, these remain the key pillars against which we weigh every decision.

We founded Warby Parker with two friends in grad school to provide vision to all. Literally. We wanted to make shopping for glasses easy, affordable, and fun, and to get glasses to those in need through our Buy a Pair, Give a Pair program. And bigger picture, we also hoped to demonstrate that it was possible to build a business that grew quickly, was profitable, and did good in the world—and that our example would inspire other entrepreneurs and executives to use their businesses to make a positive impact. It was a bold mission, it still is, and our core values anchor the work we do each day to these big, ambitious goals.

It's unusual for private companies to complete a Global Reporting Initiative (GRI) report, but measuring ourselves against a universal set of such rigorous guidelines asks us to define the idea of sustainability for ourselves: Are we growing responsibly? It's also another call for accountability. With 2018's report behind us, we see opportunities for us to create even more lasting change.

This report, our first one, is a celebration of the impact everyone at Warby Parker has made. On behalf of Team Warby, thank you for taking this journey with us.



Neil Blumenthal and Dave Gilboa
Co-founders and co-CEOs



Dave Gilboa and Neil Blumenthal



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 stakeholders

In every decision we make, we take our customers, employees, the community, and the environment into account. Our stakeholder-centric ethos is one of the reasons we're excited and proud to come to work each day.



CUSTOMERS

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



EMPLOYEES

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



COMMUNITY

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



ENVIRONMENT

We are proud to be a carbon-neutral brand and actively work to reduce our environmental impact.



About this report

WHAT IS GRI?

The Global Reporting Initiative (GRI) is the most widely recognized set of global sustainability reporting guidelines that helps organizations understand, communicate, and compare their impacts on material issues.

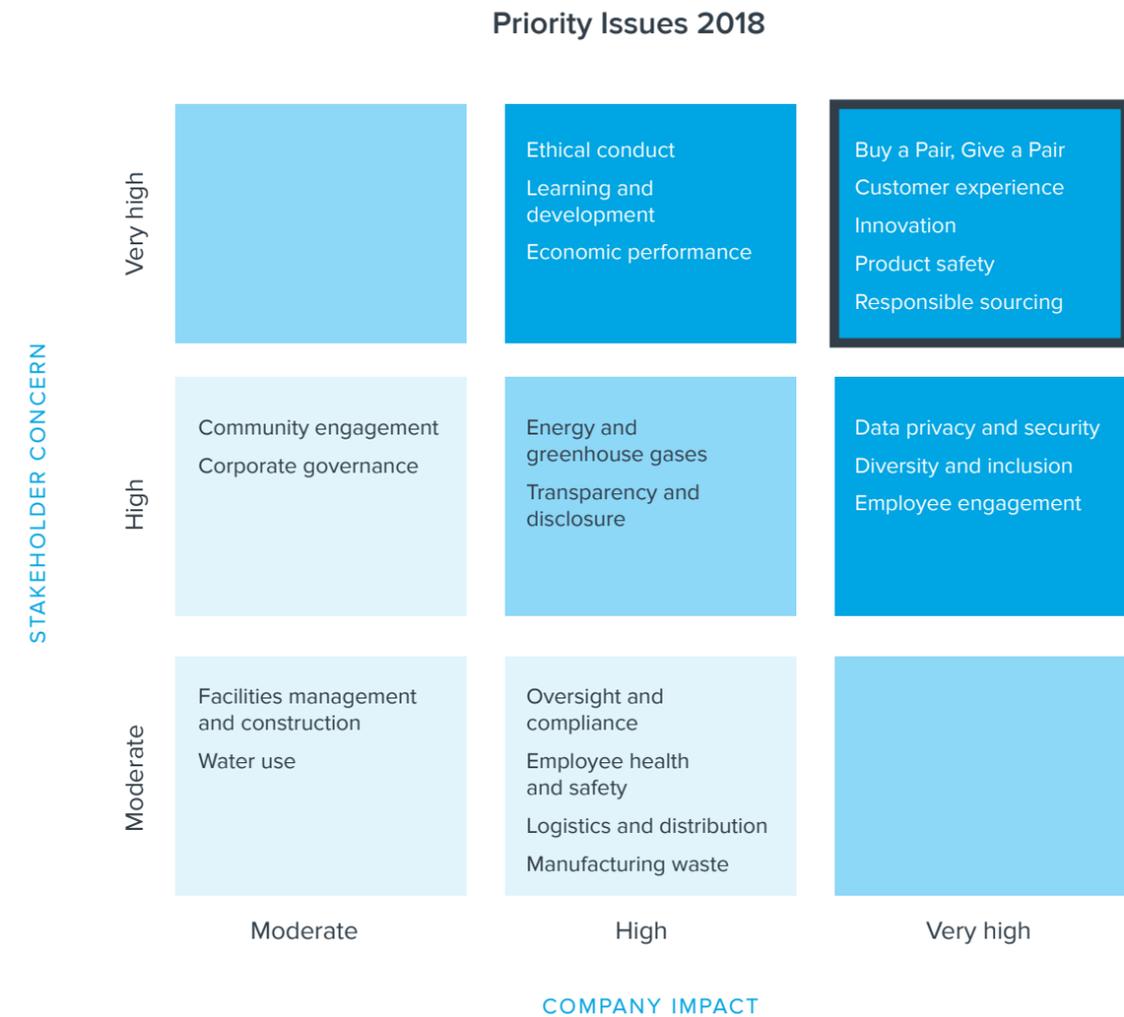
WHAT IS A MATERIAL ISSUE?

Material issues are concerns that companies determine as relevant to both their business and stakeholders. Every business's issues are completely specific to them, and the topics will (and should) change over time. 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.

As this is our first GRI report, we enlisted FrameworkESG, an environmental, social, and governance (ESG) firm to help us identify the topics worth highlighting. We interviewed members of the leadership team at Warby Parker, evaluated their responses, and consulted GRI materials and relevant laws and regulations, as well as sustainability reports, surveys, and other documents created by companies in related industries.

After drafting an initial list of topics, we organized them by concern to stakeholders (internal and external) and impact on company operations, and then assigned each issue a level of importance: moderate, high, or very high.

All topics are valuable to us, but for this report, we'll pay particular attention to the five issues deemed very high in importance in both areas.



About us

Warby Parker was founded with a rebellious spirit and a lofty objective: to offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses. Every idea starts with a problem. Ours was simple: Glasses are too expensive.

It turns out there was an equally simple explanation. The eyewear industry is dominated by a few large companies that have been able to keep prices artificially high while reaping huge profits from consumers who have no other options.

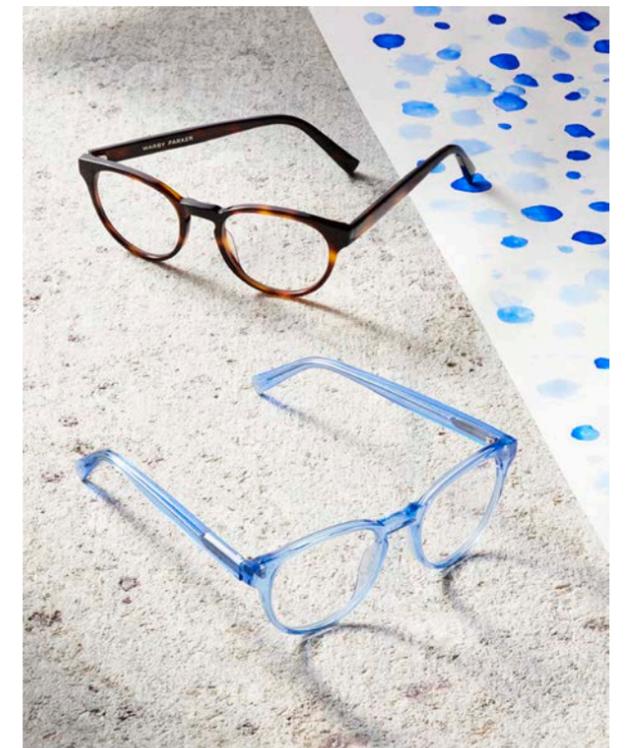
Warby Parker was started to create an alternative.

By circumventing traditional channels, designing glasses and sunglasses in-house, and engaging with customers directly, we're able to provide higher-quality, better-looking prescription eyewear starting at \$95—a fraction of the going price.

We believe that buying glasses and sunglasses should be easy and fun. It should leave you happy and good-looking, with money in your pocket.

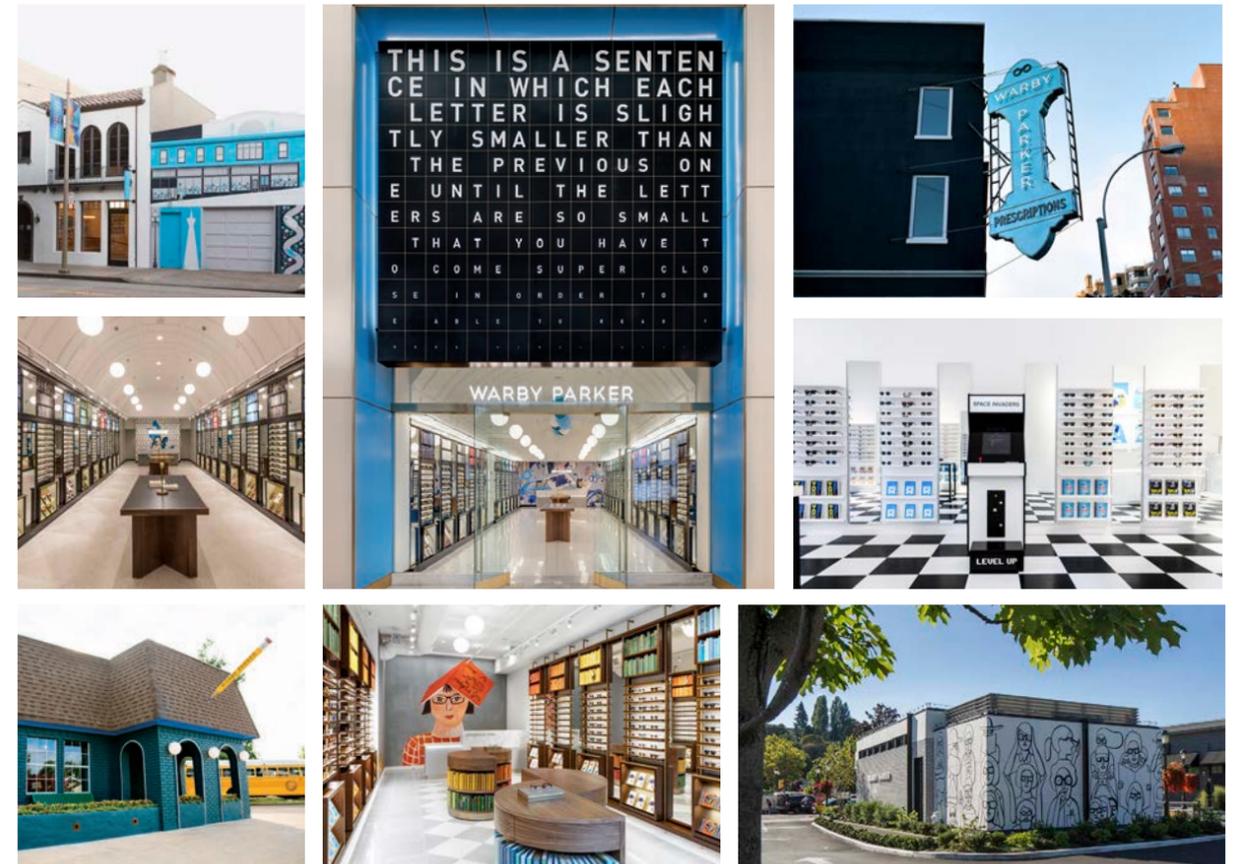
We also believe that everyone has the right to see, so for every pair of glasses sold, a pair is distributed to someone in need through our Buy a Pair, Give a Pair program, in partnership with a number of nonprofit organizations such as VisionSpring, Ver Bien, and Aravind. As of the end of 2018, we've distributed over four million pairs of glasses in over 50 countries.

WARBY PARKER





(Looking Up) We Only See the Bottom of the Sun, Geoff McFetridge's mural outside our Abbot Kinney store in Los Angeles, CA

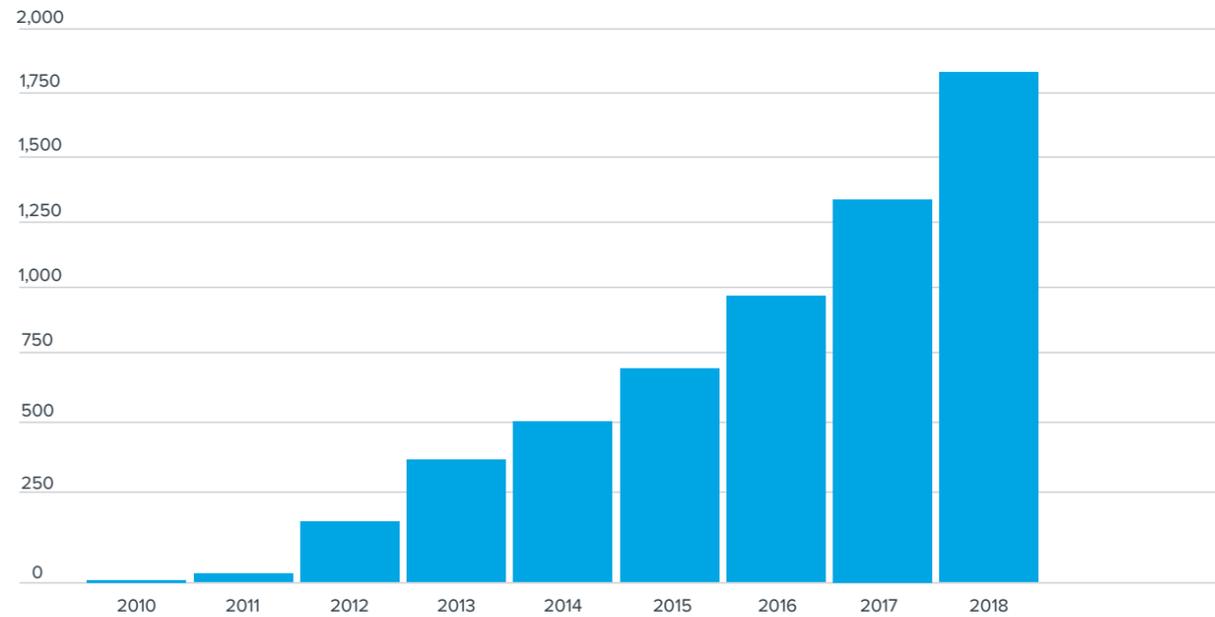


Clockwise from top left: Hayes St. (San Francisco, CA), Queen Street West (Toronto, BC), Lexington Ave. (New York City, NY), Do Good Arcade (Portland, OR), University Village (Seattle, WA), Over-the-Rhine (Cincinnati, OH), Warby Parker Classroom (Dallas, TX), and Scottsdale Quarter (Scottsdale, AZ)

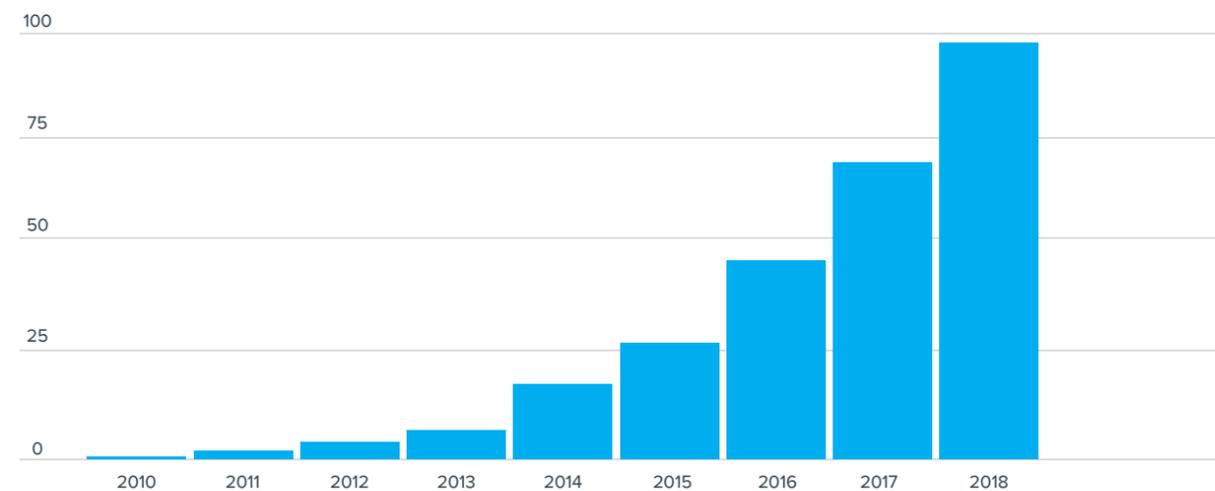
Since our founding, we've grown to a team of over 1,700 employees, opened over 80 retail locations around the U.S. and two in Canada, and built our own optical lab in upstate New York. Many stores offer eye exams, contacts, and our In-Store Prescription Check service (which allows eligible customers to quickly and conveniently update their glasses prescription). We've even launched two of our own apps: one to shop our glasses and sunglasses, and the other to get an updated prescription without leaving home (also called Prescription Check). For those who can't make it to a store, our Home Try-On program allows customers to take five frames for a spin for five days—for free.

We've had an eventful first eight years. Here's a look at our growth by the numbers.

Full-time and part-time employees



Warby Parker locations (offices, optical labs, and stores)



WARBY PARKER



Barkow Photo for Warby Parker

FUN FACT

Picking a name is one of the hardest parts of starting a company. We came up with (and tossed away) over 2,000 of them. In the end—as with so many things—the answer was found in a book. In May 2009, Dave was wandering around the New York Public Library when he stumbled into an exhibition about Jack Kerouac. Inside were some of Kerouac’s unpublished manuscripts, notes, and drafts—as well as a harmonica, a railroad track lantern,

Buddhist bells, and a pair of crutches that Kerouac used after a football injury.

There were also a couple of unpublished journals. In the pages of one of these, Dave noticed two characters with interesting names: Warby Pepper and Zagg Parker. We combined the two and came up with Warby Parker.





Customers

We're lucky to have some pretty special customers who use our glasses as a tool to accomplish some pretty great things. Here are a few we've featured in our Wearing Warby series.

Clockwise from top left: Sloane Crosley, Parker Kit Hill, Edith Young, Sophia Chang, Gus Dapperton, and Micaiah Carter.

Our philosophy

In 2009, our soon-to-be co-founders were students when one of them lost his glasses on a backpacking trip. The cost of replacing them was so high that he spent the first semester of grad school without them, squinting and complaining. (We don't recommend this.) The others had similar experiences and were amazed at how hard it was to find a pair of great frames that didn't leave their wallets bare.

Our customers are so important to us because we were customers first. With every new frame, store, and interaction since our founding, it's been all about our core value *Treat others as they want to be treated*: fairly, kindly, and efficiently. Making sure our customers get the most benefit from their Warby Parker frames is always top of mind. For both our direct customers and the beneficiaries of our Buy a Pair, Give a Pair program, a good-looking pair of eyewear inspires confidence, and helps people learn, work, and navigate the world. It's been a thrill to see how our customers' purchases unlock opportunities for someone in need to have access to a pair of glasses.



Product quality and safety

Every Warby Parker frame is designed in-house, where our team puts together mood boards for inspiration, sketches initial designs, and maps out product details for prototyping. As for frame materials, think premium—from custom-designed cellulose acetate to ultra-lightweight titanium. Our frames come standard with impact-resistant polycarbonate lenses that block 100% of UVA and UVB rays, plus all our eyeglasses lenses are equipped, at no extra cost, with scratch-resistant and anti-reflective coatings. We custom-cut and polish the edges of our lenses, and individually inspect and bench align each pair before it's packaged up and sent on its way to delight the customer. And to keep things super convenient, we have a 30-day, hassle-free return or exchange policy and a one-year no-scratch guarantee for our lenses. We also offer lifetime adjustments for free.





But before a frame becomes a frame, we're choosing vendors, selecting materials, and performing rigorous product testing with the assistance of third-party agencies, all in the name of the highest quality and safety standards. Our eyewear is considered a medical device by the Food and Drug Administration (FDA) and regulated as such, and we follow the requirements set by the Consumer Product Safety Commission

(CPSC). We also comply with standards set by the American National Standard Institute (ANSI) for prescription eyewear. All our vendors are compliant 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).

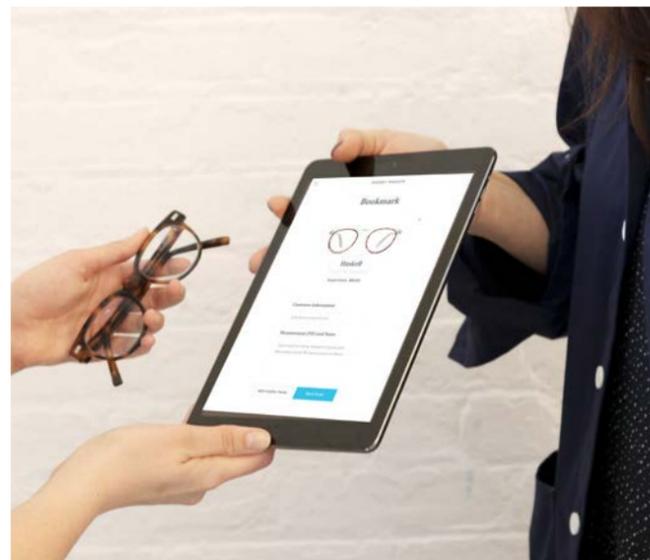
Vendors may only use raw materials and suppliers recommended by Warby Parker to ensure expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. We partner with international third-party testing agencies and compliance organizations to verify the results and also 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 range from exposing our eyeglasses and sunglasses to salt water or air 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 (this means they're less susceptible to coming apart). If a frame safety issue is ever suspected, our Product Development team will investigate the lot number, time of shipment, and vendor to identify and, if necessary, correct the problem.



Shopping with us

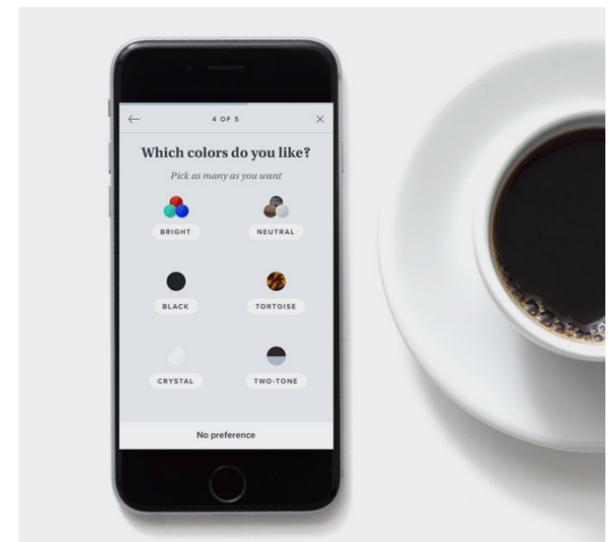
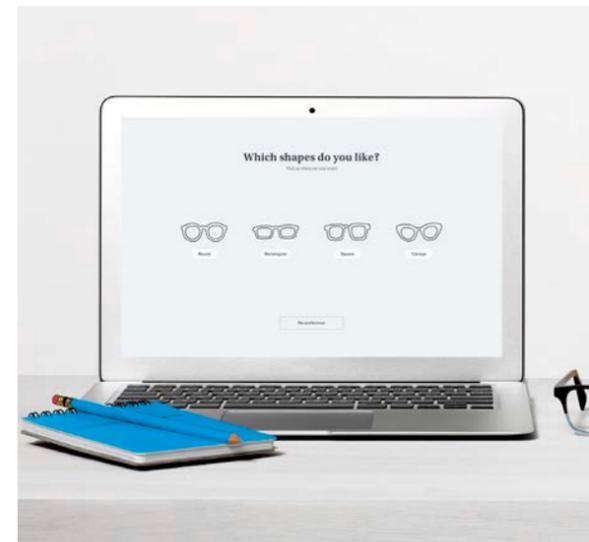
We want to be where our customers are, so we've made it a breeze to find us—and new frames!—on all platforms. While Warby Parker initially launched only online, we soon realized that our customers valued both face-to-face interactions and digital convenience. Right after we launched, the co-founders set up frames in Neil's Philadelphia apartment to meet with our first batch of curious customers. You can't top genuine connection—and we work to keep every shopping experience as accessible and comfortable as the first time our early customers visited our makeshift showroom ... on Neil's dining room table.



The in-person experience of buying glasses is not an activity historically associated with goosebump-inducing delight, but we're out to reverse that impression. We've always thought that shopping for eyewear should feel a little like browsing at a library—leisurely, filled with pleasant surprises, and especially fun to do with a friend in tow—so our stores are designed with those readers' retreats in mind. Terrazzo-tiled floors, brass detailing, custom walnut shelving, and books aplenty (we've even published some of our own!) welcome our customers inside, where they can get one-on-one styling advice from our super friendly retail advisors and consult opticians for technical expertise. For many locations, we work with local artists on custom pieces to animate the space and amuse the eye.



Clockwise from top left: Cherry Creek (Denver, CO), Pinecrest (Orange Village, OH), The Summit at Fritz Farm (Lexington, KY), Santana Row (San Jose, CA), Rockefeller Center (New York City, NY), and West 4th St. (Vancouver, BC)



Shopping online at Warby Parker is just as seamless an experience as visiting us in person. Our site and app make quick perusing a cinch, and our online quiz helps customers find frames to fill their Home Try-On box, based on style, color, and shape preferences. Once they've narrowed down their options, we'll ship them five frames for zero dollars. (Great when a store isn't close by or if you'd prefer to stay home.)

Engagement and feedback

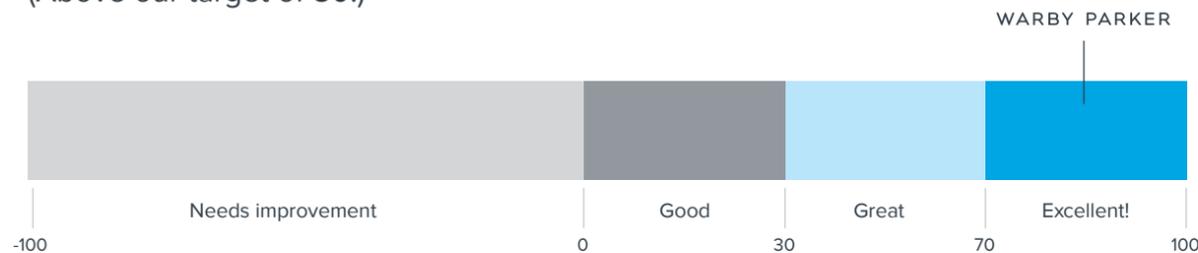
At Warby Parker, we're in the business of creating consistently wonderful, nothing-short-of-amazing experiences and tailoring them to the individual customer—down to the smallest interaction. This approach applies to all departments and every channel of engagement. Frictionless, efficient encounters,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

There's a lot of cross-departmental care that goes into quadruple-checking that the products we're selling are in line with our customers' needs. Members of our Product Strategy team periodically visit stores, the Supply Chain team tours our factories, and internal town-hall meetings are held to gather feedback from customer-facing teams.

Every part of the customer experience is tracked extra diligently because if we're not surpassing expectations, we want to know.

A Net Promoter Score survey is sent out to all purchasers to measure how likely they are to recommend Warby Parker.

OUR AVERAGE NET PROMOTER SCORE IN 2018
(Above our target of 80!)



We also use Stella Connect, a tool that captures feedback from customers on their interactions with our Customer Experience (CX) team, and advisors can reach out to those whose Net Promoter Score survey responses report a less-than-satisfactory experience with us. Retail Experience Score surveys are sent to customers who purchase in a 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.

WARBY PARKER



We stay on the lookout for opportunities to improve someone's day. Our lines of communication are always open—a real-live person is just a call, chat, or email away, any day of the week—so we get to hear what's exciting or troubling our customers. We've even introduced new products, like blue-light-filtering lenses in 2018, thanks to their feedback. In 2018, we also started offering glasses for kids (an especially cute milestone). Over the years, a lot of folks told us they wanted Warby Parker frames—and the same easy, affordable, and fun shopping experience—for their children. We initially launched small, with a hometown pilot in only our New York City stores so we could make sure we were serving our new friends as best we could; we've since rolled out glasses for kiddos to all our retail locations.

Innovation

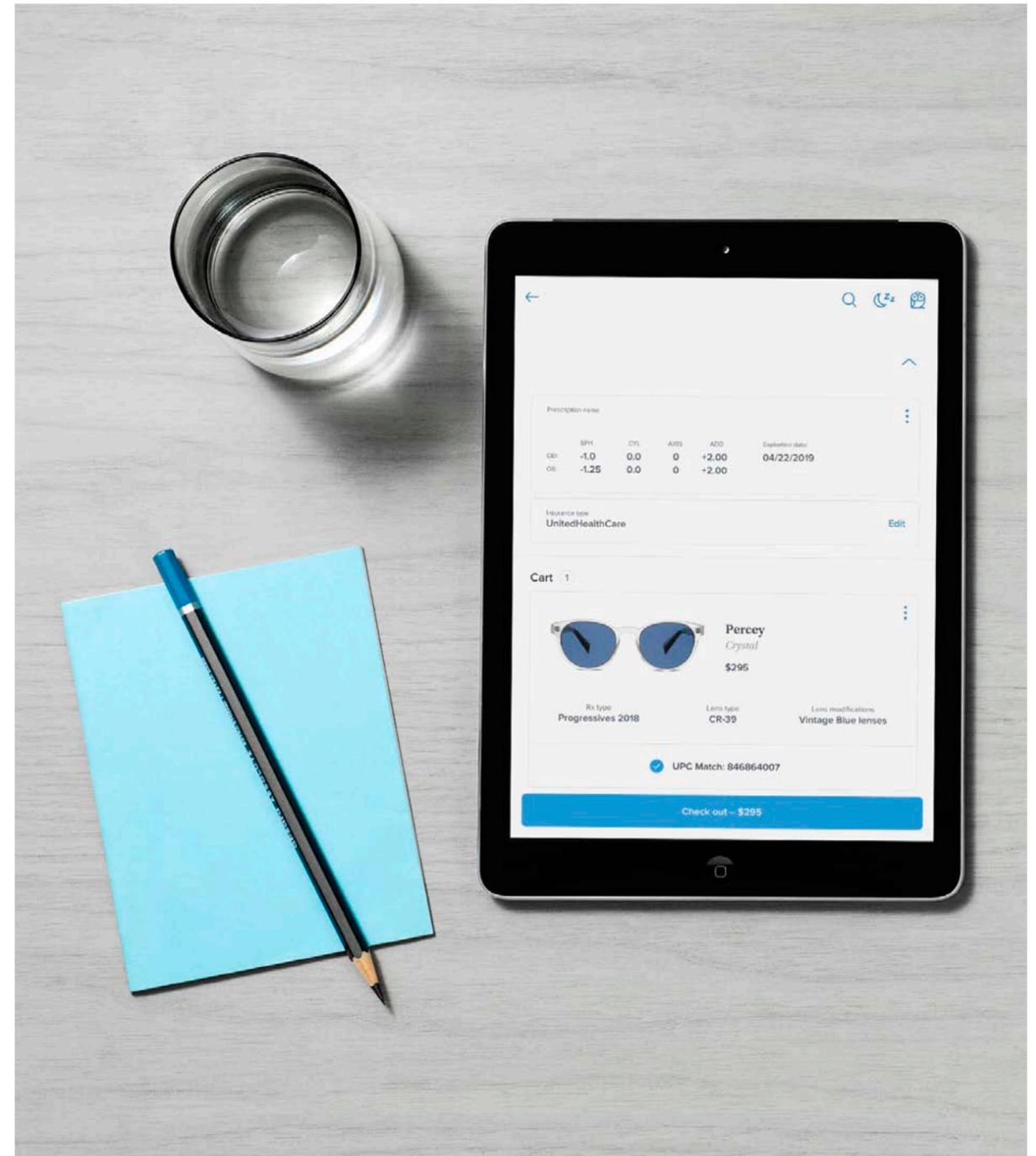
We've been doing things differently from the beginning. Selling glasses online—and starting at \$95 (including prescription lenses!)—was unheard of in 2010. More than eight years in, we're still at it: surprising and engaging our customers by anticipating changing needs and technologies.

Curiosity stokes growth, and dreaming up and sharing ideas aren't responsibilities reserved for certain teams or leaders; it's a challenge (a really fun one) that's on all of our shoulders. Suggestions from across the company have led us to develop new collaborations and products, and even build pneumatic tubes at our Lexington Ave. store in New York City (to transport glasses from the basement to our customers upstairs, why not?). *Take action* and *Pursue new and creative ideas* are the two main core values that spur us to improve our stakeholders' experiences, but all of them in one way or another flavor our approach to innovation.

We are still exploring the best metrics to assess innovation at Warby Parker, but everyone has contributed to our spirit of curiosity. Here are some of the year's innovative highlights:

P.O.E.

In 2014, we built our own retail point-of-sale system called Point of Everything (or P.O.E. for short) that has eight applications covering every part of the customer journey: booking eye exams, checking out, getting frames adjusted, you name it. In 2018, we spiffed it up with a total user experience overhaul to help us better match customers with suitable frame and lens options. Retail advisors can now more efficiently store customers' measurements and preferences to find them new glasses and sunglasses that will look wonderful and comfortably accommodate their prescriptions. And customers can access their information on our site or on a future trip to a store.



PRESCRIPTION CHECK

In 2017, we developed Prescription Check, our app that allows eligible customers to renew their eyeglasses prescription on their own time using a laptop and iPhone. Here's how it works: Customers answer a few questions about their eye health history, age, things like that, to determine their eligibility; then they take a few vision tests, as displayed on their computer screen, while wearing their current prescription glasses (it's fine if the prescription has expired). The user swipes the phone like a remote to select answers and complete each test. Then the customer shares information about their health and family history, which we send to a licensed doctor along with the eye test results. All that takes about 20 minutes and the doctor responds in about a day with, depending on the customer's test results and responses about their health, a new prescription or a recommendation to get an in-person eye exam for a more comprehensive checkup.

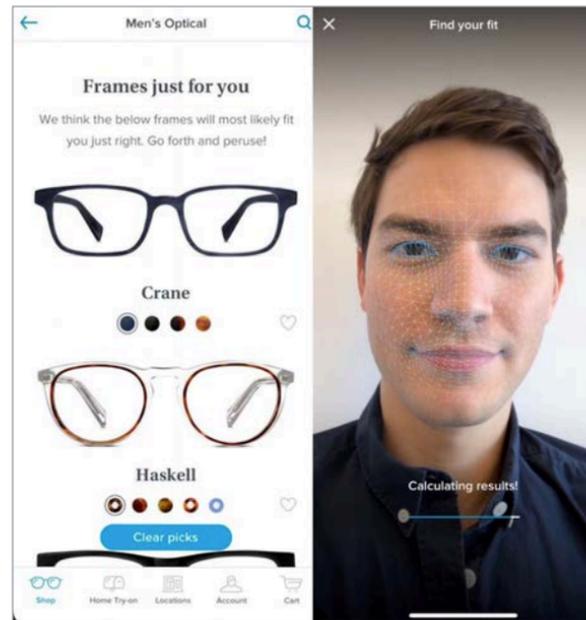
We're continuing to introduce Prescription Check to more places, consistent with each state's laws, and we increased our coverage to 26 states in 2018. We also decreased the time it takes for doctors to issue prescriptions: down from 48 to 24 hours, and often less. We're all about more value in less time.



FRAME FIT

Anyone who's tried on a pair of glasses knows that a lot of questions go in to finding the perfect fit. Does it rest on your nose just right? How does the width feel?

In 2018 we designed custom 3D-scanning technology to figure out how we can make sizes and shapes that comfortably suit the widest variety of customers. We conducted extensive experiments with volunteers, and these findings have already informed new sizes and designs coming out in 2019.

**EPIGRAPH COLLECTION**

An epigraph is a literary inscription—the line of poetry or the morsel of philosophy that appears on the opening page of a novel. It sets the tone for the whole book; a small element, but a critical one. In our case, it was the subtle yet punchy metal design detail that defined six pairs of eyeglasses we launched in February 2018.

For the first time in our history, we employed a custom metal end piece with an integrated hinge, a wraparound accent that quietly elevated each frame's aesthetic. (The quality didn't end there. Each pair was hand-assembled in Italy from a high-quality mix of premium cellulose acetate and custom-designed stainless steel.)

**WARBY PARKER****EMAIL SUPPORT**

Whenever customers reach out, we want to make sure we're responding quickly and effectively. Our Data Science and Systems Development teams worked closely with CX to build a state-of-the-art machine learning system that automatically figures out the topic of incoming support emails, and then routes them to the appropriate CX specialist. (Previously each email was logged manually.) It's been a hit with CX, helping connect customers to team members who have the expertise to address their issues as lightning-speed-fast as possible. In the first test, CX advisors were able to answer 60% more emails per shift with the system in place. Speedier responses mean happier customers and employees.



Employees

We celebrated our birthday in 2015 with the Half-Decade Parade—complete with ballerinas, a marching band, and more—down a New York City alleyway.

Who we are

We want everyone who works at Warby Parker to feel like they belong and to be excited to walk into the office every day. All of us play a part in keeping things collaborative and welcoming, with surprises, celebrations, and learning opportunities thrown in the mix. (File this one under our core value *Inject fun and quirkiness into everything we do.*) You may have noticed #teamwarby peppered throughout our social channels. It's not just a hashtag; that togetherness is genuine.

We've hired a lot of new faces to open over 80 stores, two headquarters, and a lab—and while explosive growth brings about exciting ideas and demands, whirlwind change can upend the principles that unite a team. Inclusion can't be willed into existence, no matter how strong our intentions and core values are (especially *Lead with integrity* and *Presume positive intent*), so we're constantly assessing if we're living what we believe.

You also can't separate the well-being of the business from the well-being of our employees, and formalizing processes and policies helps guarantee that diverse perspectives and experiences are included, heard, and valued. (We're on the right track. In 2017, the Human Rights Campaign [HRC] named us a Best Place to Work for LGBTQ+ employees, with a score of 95 out of 100. And in 2018, Warby Parker achieved 100.) We're proud of the culture we've built at Warby Parker, one of honest, open feedback in which every person has the resources to let us know when we're coming up short. Hearing directly from our team members holds us accountable for improving and course-correcting, and keeps our employees engaged, challenged, and healthy, however they choose to define that.



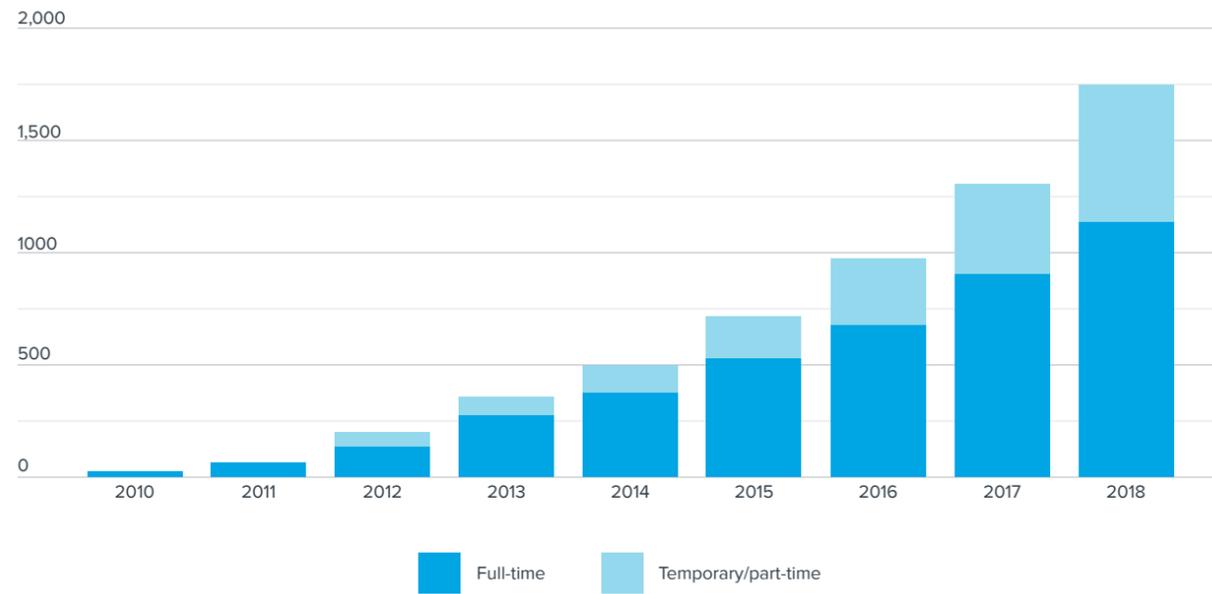
Diversity and inclusion

Diversity refers to the numerical representation of different identities at Warby Parker, whereas *inclusion* refers to employees feeling supported by company policies and processes that account for those various identities and experiences. (In short: Diversity ensures that you have a seat at the table, and inclusion ensures that your voice is heard.) Each is vital in creating a welcoming, comfortable environment so we're focused on both in equal measure.

In 2018, we worked with the firm Paradigm to improve how we recruit, interview, and hire employees who can add to our culture, not just fit in. We've since developed unconscious bias training for managers to enable them to make decisions for their employees with the right mindset. Our goal is to have everyone on Team Warby feel like they can be successful—and we're excited to continue applying all we've learned.

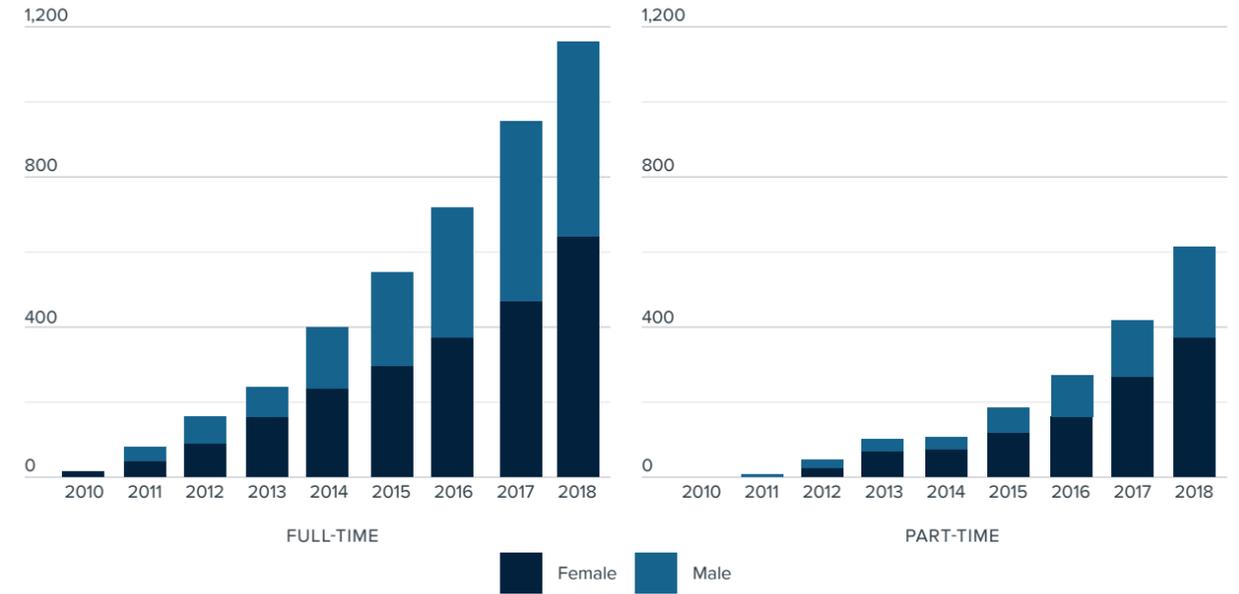
Total number of employees

By employment type¹ in the U.S.²



Total number of employees

By employment type¹ and gender³



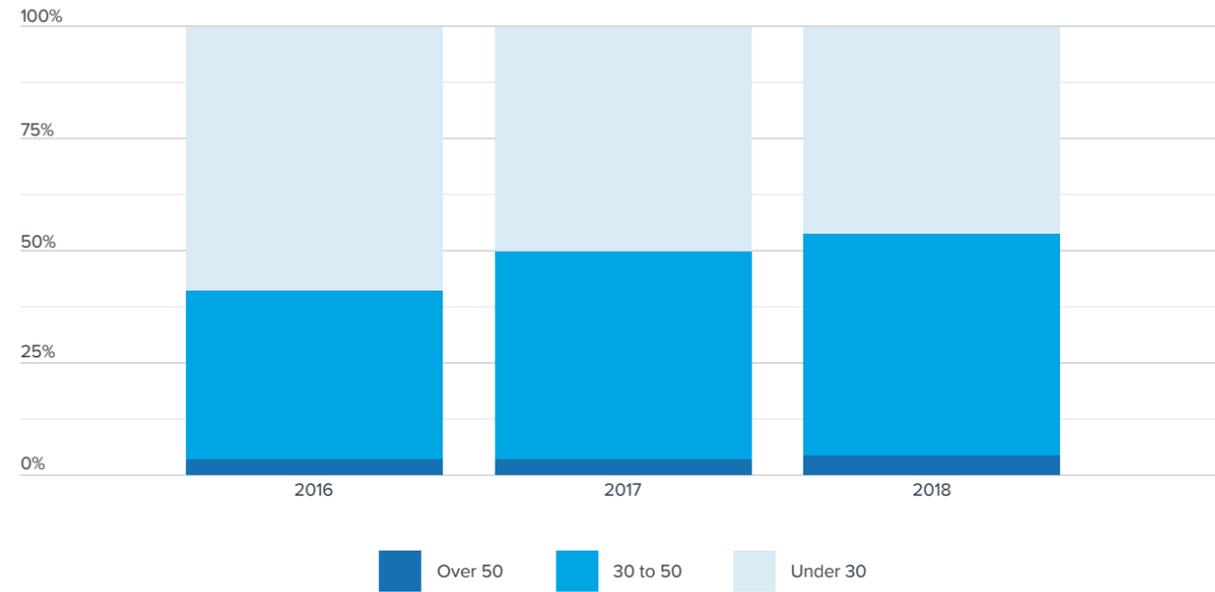
Percent of employees

By race/ethnicity⁴

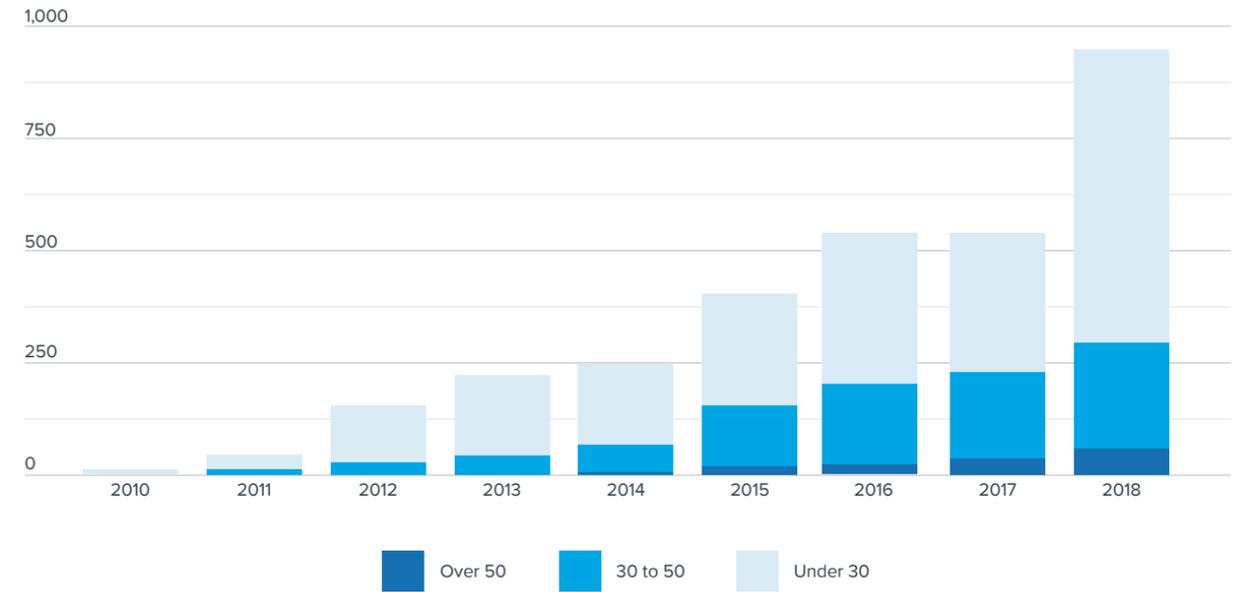
YEAR	NOT SPECIFIED	NATIVE AMERICAN OR ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	TWO OR MORE RACES	WHITE
2010	0.0%	0.0%	7.7%	0.0%	7.7%	0.0%	0.0%	84.6%
2011	0.0%	0.0%	10.3%	1.7%	1.7%	1.7%	0.0%	84.5%
2012	0.0%	0.0%	8.3%	3.6%	6.3%	2.1%	0.5%	79.2%
2013	0.0%	0.3%	10.2%	7.2%	7.2%	0.8%	0.3%	74.1%
2014	0.0%	0.2%	9.0%	11.0%	11.6%	0.4%	0.8%	67.1%
2015	0.0%	0.1%	9.5%	10.2%	12.3%	0.3%	1.1%	66.3%
2016	2.4%	0.3%	9.6%	10.7%	12.4%	0.6%	5.0%	58.9%
2017	2.8%	0.8%	8.3%	11.1%	12.6%	0.7%	5.9%	57.7%
2018	2.1%	0.9%	7.5%	11.4%	15.6%	0.3%	6.7%	55.5%



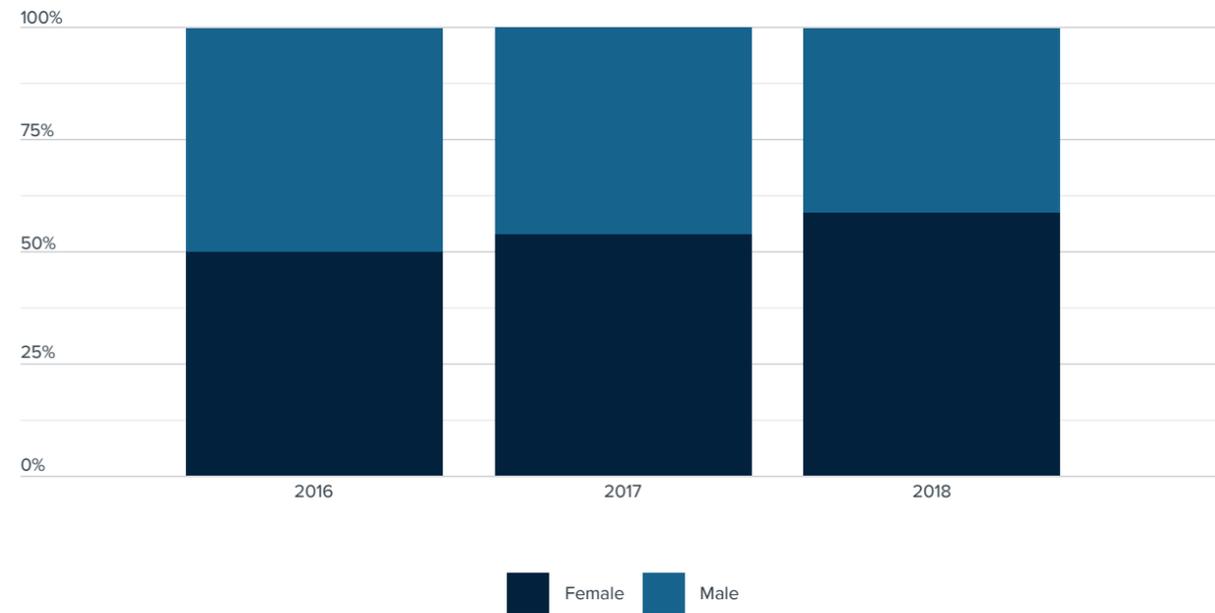
Percent of managers
By age⁵



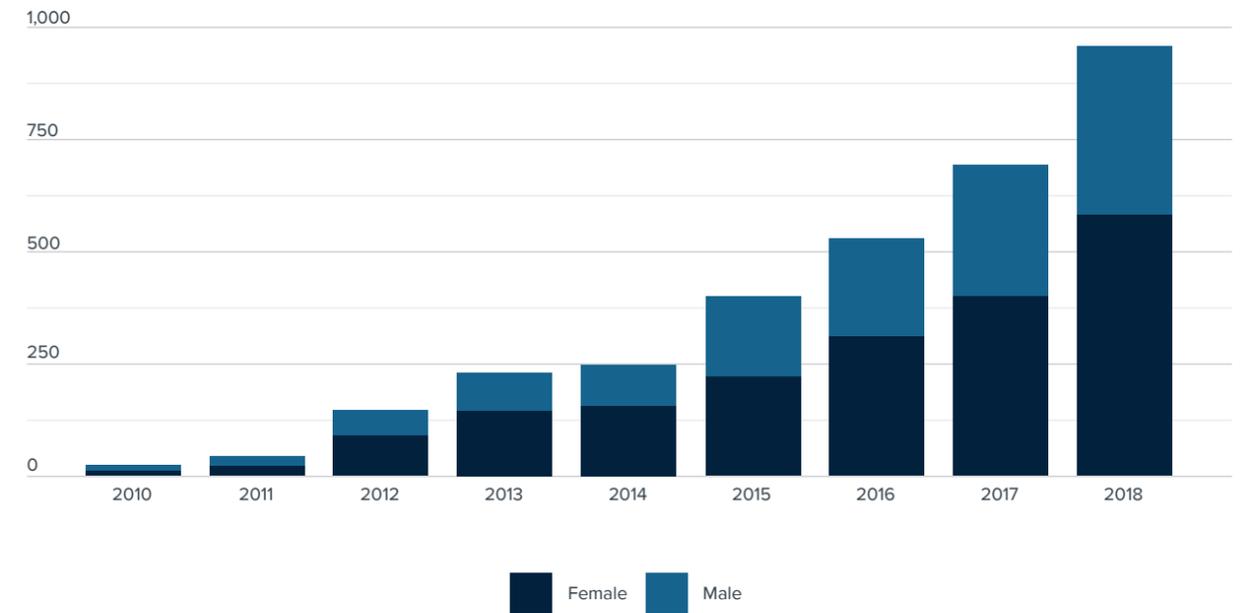
Total number of new employees
By age⁵



Percent of managers
By gender³

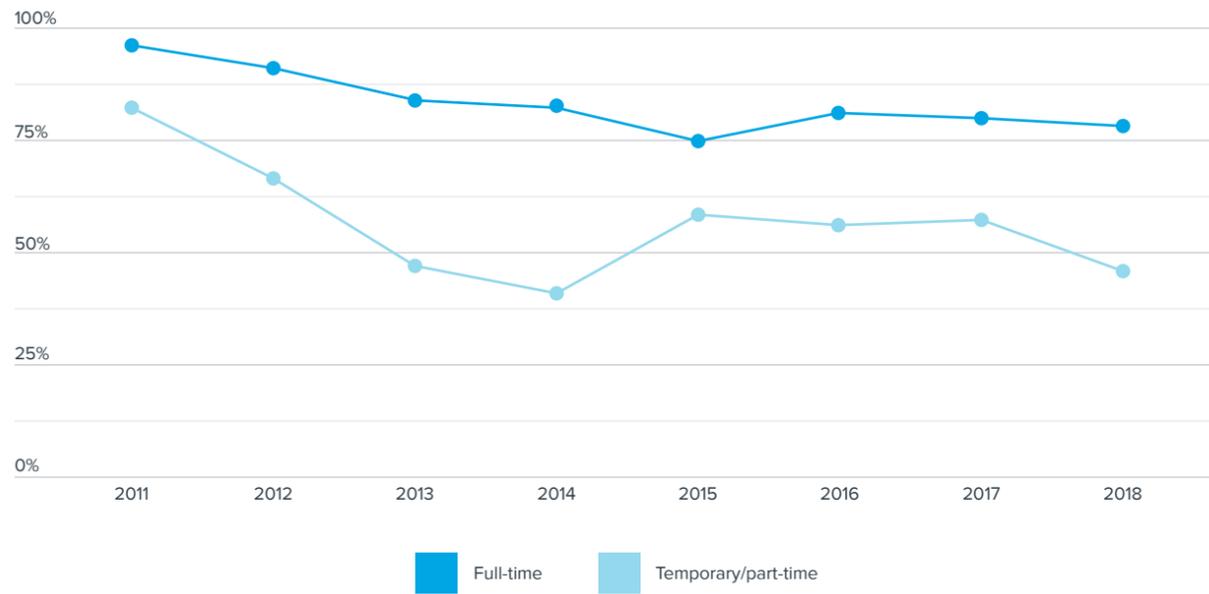


Total number of new employees
By gender³



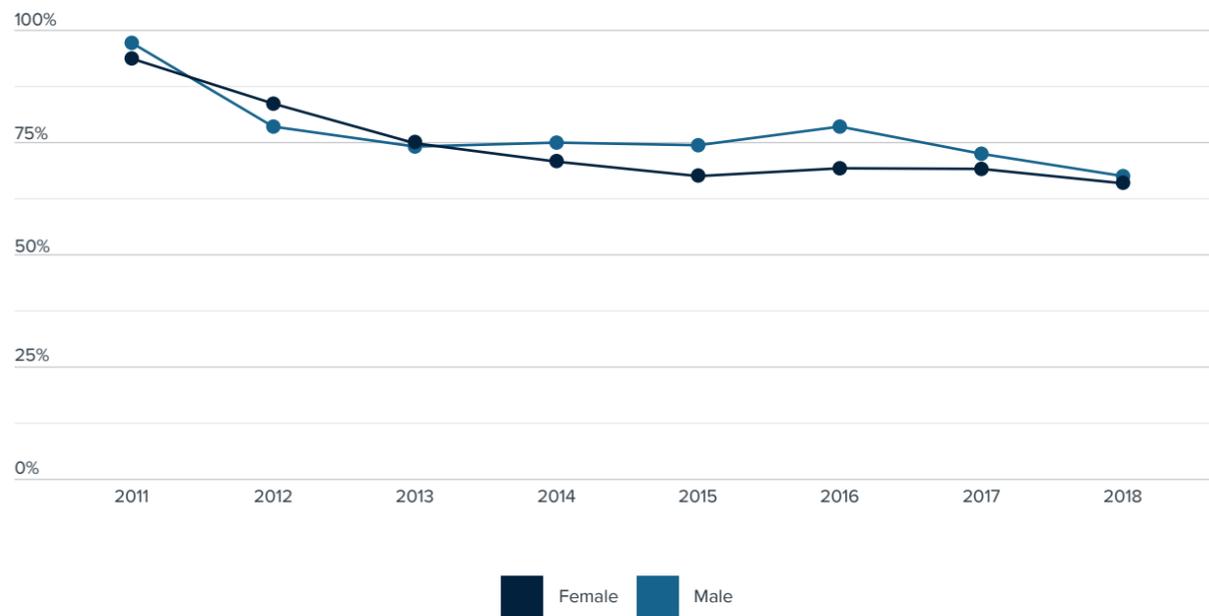
Employee retention rate

By employment type¹



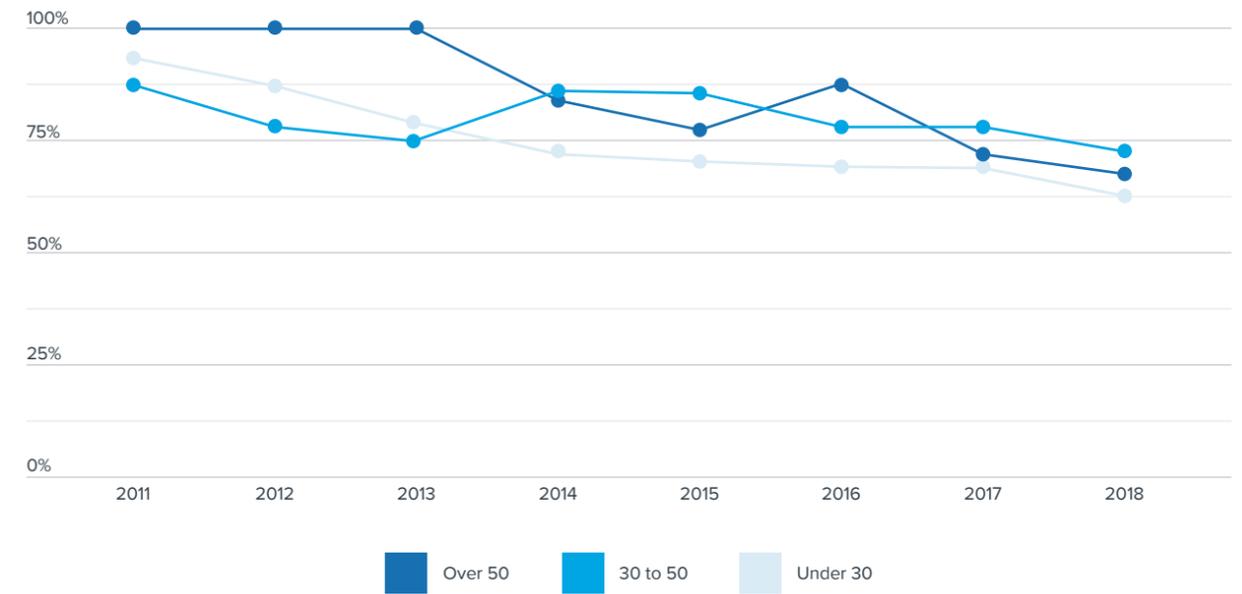
Employee retention rate

By gender³



Employee retention rate

By age⁵



All data was collected at the end of the calendar year from all Warby Parker workforces at our offices, optical labs, and stores.

¹The majority of our full-time employees are on permanent contract.

²For information on our employees in Canada, see p. 106.

³We recently updated our internal systems to provide more opportunities for employees to self-identify; this information will be better reflected in future reports.

⁴At 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 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.

⁵Employee ages reflected in the data were taken at the time of hire.



Culture

What keeps our employees happy and raring to go every morning? Company outings (costumes encouraged!), book clubs, and intramural sports liven things up, but it's hard to beat the joy of working with smart, curious, and kind people committed to doing good in the world.

Twice a year, we host an anonymous company-wide Employee Engagement Survey via CultureAmp. The survey results are shared with all employees, and this feedback helps us prioritize projects, drive future business decisions, and gauge overall employee satisfaction. In 2018, 81% of participants agreed or strongly agreed with positive statements about company leadership, and 89% of participants stated they are proud to work for Warby Parker.



Volunteering

Doing good is central to the Warby Parker experience, and we've created a space in which everyone is encouraged to engage with the community, both in and out of the office.

Each employee is given 16 hours of paid leave a year to volunteer; in 2018, the Retail team—spanning stores all over the country—spent more than 2,300 hours helping out organizations of their choosing.

We also celebrate employees' third anniversaries (over 240 so far!) with a very special trip to a country where our Buy a Pair, Give a Pair efforts are located. Attendees travel with team members from across the company to meet our nonprofit partners, see the program in action, and spend some time serving the local community—because there is nothing like seeing the life-changing impact of a pair of glasses up close.



Employee resource groups

Employee resource groups connect colleagues around common interests, issues, affiliations, or backgrounds. These are completely voluntary, employee-led, and accessible to all on Team Warby, no matter their home base.



HERITAGE

Connecting, representing, and celebrating the many ethnic and racial identities within Warby Parker by educating employees about cultures other than their own



INCLUSION IN TECH

Learning and improving how historically underrepresented people working in and with tech can thrive and make an impact



WARBY PARKER

PRISM

Supporting Warby Parker's LGBTQ+ employees through experience sharing, volunteering, dialogue, and community building



WARBY PARENTS

Coming together to make Warby Parker a space where parents can share their aspirations, experiences, and wisdom



WARBY WOMEN

Fostering a dialogue about the challenges faced in business (by men and women) to learn how women can define and reach their own goals



Learning and development

Creativity stops when stimulation does, and we've increased resources to help our employees upgrade their technical and soft skills, often with support from their fellow colleagues.



Thanks to past Employee Engagement Survey feedback, we heard that employees were hungry for opportunities to finesse their presentation abilities. Enter WP Academy and WarbyCon. All full-time and part-time corporate and CX employees can sign up to attend and lead short WP Academy workshops—a “Lunch and Learn” or a “Snack and Share”—on anything from frame design to HTML. For those looking to spread their knowledge in a more formal (but not too formal) setting, we've got WarbyCon, our annual daylong, employee-led symposium on a range of topics. We first put out an open call for volunteers at our New York City headquarters (it's since spread to Nashville and our store locations): submit a short pitch for a seminar you'd like to host. Employees then prepare talks, participate in public speaking workshops, and school us all on, say, project management lessons gleaned from sketch comedy or the history of pop music.

Creating a diverse team doesn't end at recruiting, so we're also dedicated to managing performance and promotions fairly, ensuring that everyone has access to training materials and events. All new employees receive at least one week of onboarding, and full-time employees at every location can access LinkedIn Learning's online video library filled with business, creative, or technology courses. Similar to an internship, our Special Projects program offers full-time CX and Retail employees the opportunity to develop new skills, gain exposure to other departments at the organization, and network with team members across the company by participating in a project with a corporate team. With direct manager and department head approval, Warby Parker will reimburse full-time corporate and CX employees, as well as full-time Retail store, area, and district leaders, up to \$10,000 during the lifetime of their employment for job-related degree or certificate programs.



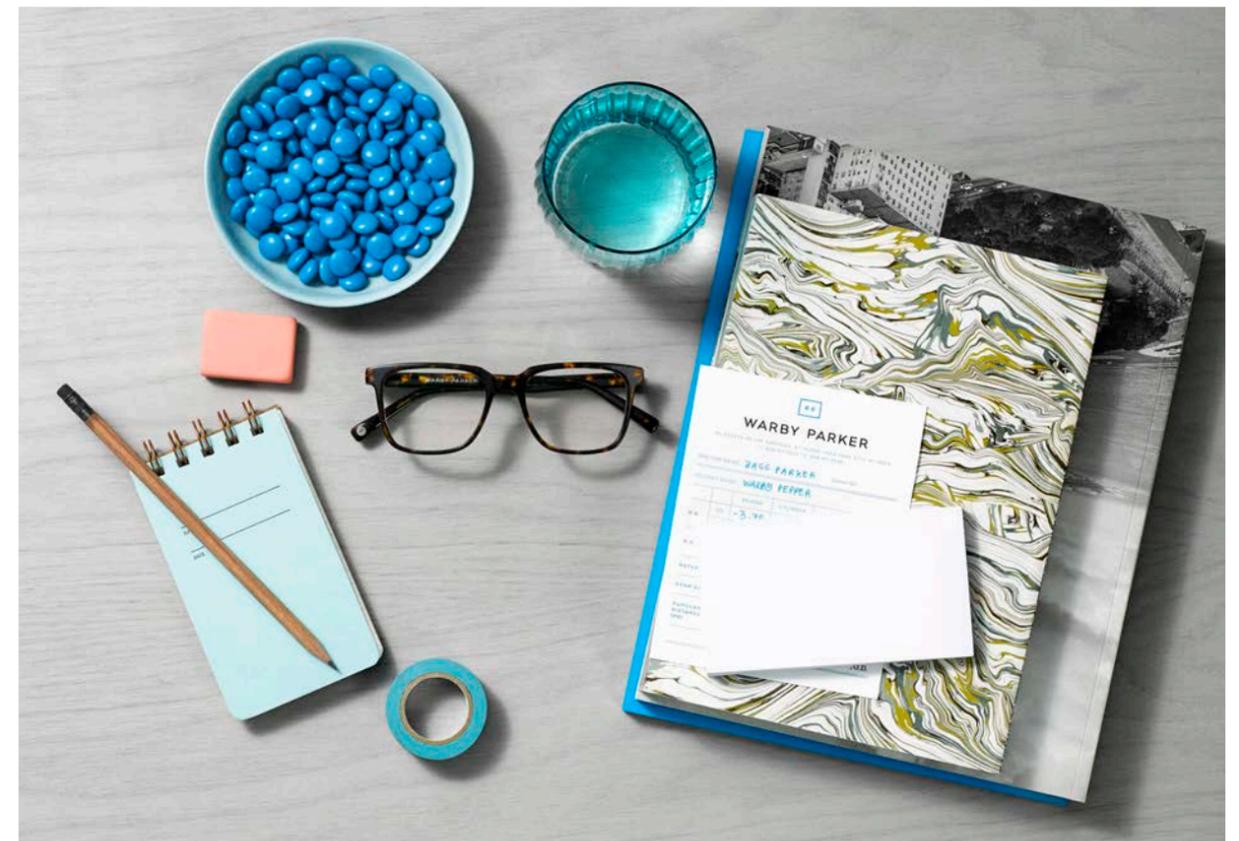
At Warby Parker everyone is empowered to own their development opportunities, and tracking successes and learnings is a good way to chart improvement. (It's another way we live up to our core values *Learn. Grow. Repeat. and Take action.*) Employees are encouraged to complete regular performance reviews in which they go over goals, setbacks, and progress with their direct managers. In 2018, nearly 100% of full-time and part-time employees received performance reviews.

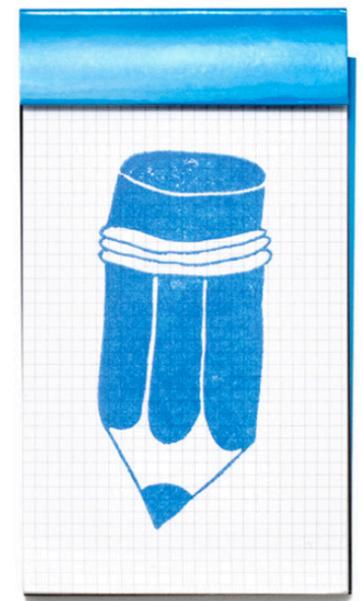
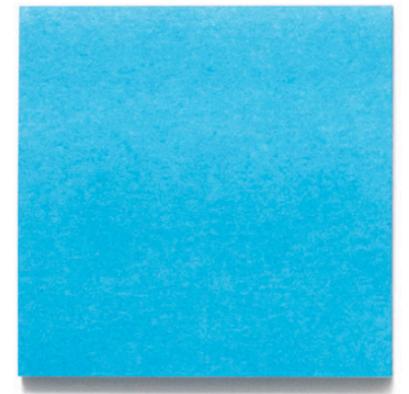
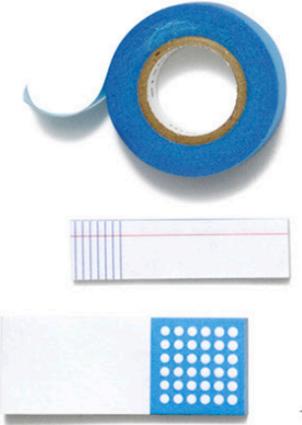
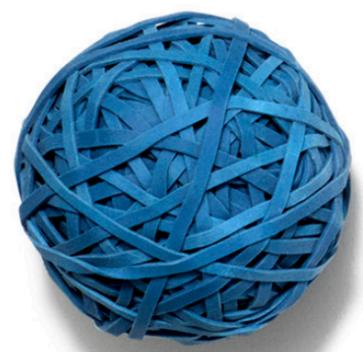
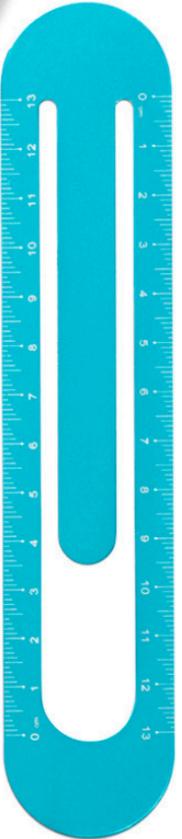
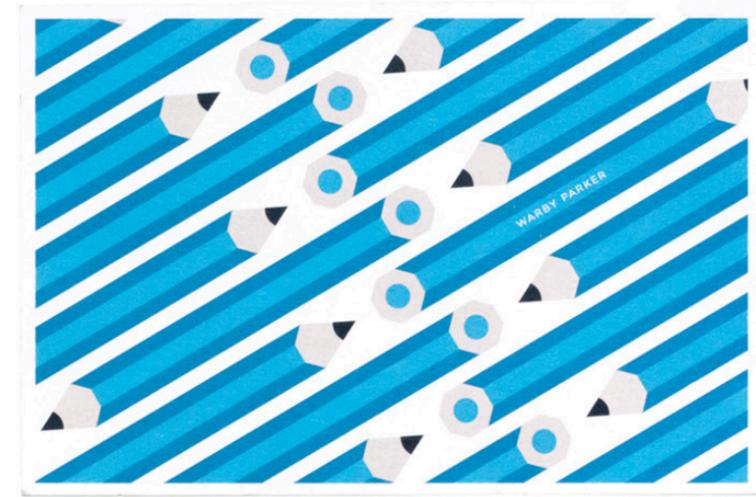
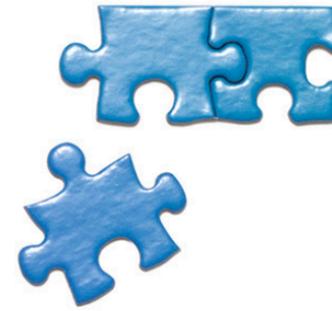


Warby Wellness

Wellness takes many forms, and our Warby Wellness program empowers our part-time and full-time teammates with options and support to help them stay energized, nourished, and happy.

Some of the benefits offered to part-time and full-time employees: annual eye exams, paid time off to volunteer, mental/behavioral health resources, bereavement leave, a 401(k) retirement plan with a matching contribution from the company, free glasses and discounts, referral bonuses, biannual team and company-wide outings, and plenty of snacks. Full-time employees are also eligible for education reimbursement, life insurance, a health and fitness stipend, healthcare, disability and invalidity coverage, paid parental leave, and paid holidays.







No company is an island. With over 50 countries supported by our Buy a Pair, Give a Pair program and over 80 stores, we take larger global issues seriously but think just as locally. To us, our communities are made up of everyone from the folks in our own backyard to the beneficiaries of our efforts to bring vision care to those who need it most. Every neighborhood provides an opportunity to enact change and solve problems, rather than contribute to them.

WARBY PARKER

Buy a Pair, Give a Pair

2.5 billion people around the world need glasses but don't have access to them; of these, 624 million cannot effectively learn or work due to the severity of their visual impairment. In the developing world, just one pair of glasses can increase an individual's productivity by 35% and monthly income by 20%. This eye care access gap results in an annual loss of \$202 billion to the global economy.

Over four million pairs of glasses have been distributed through our Buy a Pair, Give a Pair program. It's estimated that, by 2021, the glasses distributed thus far with the support of the program will unlock more than \$1 billion in earning potential for low-income households.*

In 2018 alone, glasses were distributed in 33 countries.



*All vision impairment statistics provided by VisionSpring

HOW THE PROGRAM WORKS

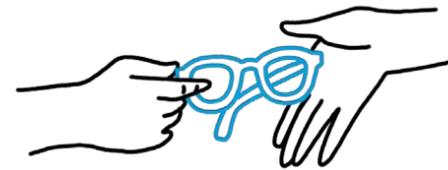
We work with a handful of organizations worldwide to ensure that for every pair of Warby Parker glasses sold, a pair is distributed to someone in need. Our partners prioritize countries and communities where the need is greatest, as measured against existing limitations of access to vision care and glasses. We are often providing these to communities that have no other options. There are two distribution models we employ:

International

Empowering adult men and women with training opportunities to administer basic eye exams and sell glasses for ultra-affordable prices. This accounts for the majority of our distribution.

From the beginning, VisionSpring has been our primary partner in this arena. (Before starting Warby Parker, Neil was director there—and the organization’s second employee.) It’s a nonprofit social enterprise that trains low-income men and women to start their own businesses selling radically affordable eyeglasses to individuals living on less than \$4 a day in developing countries.

We’ve supported their international social entrepreneurship model by donating the cash equivalent of a pair of glasses. VisionSpring uses the money Warby Parker provides to procure glasses and train people in the community. In addition to meeting the immediate need (a lack of vision care or glasses), our do-good model has a multiplying effect of job creation that allows the beneficiaries to sustainably earn an income and care for their families.



Over 50% of VisionSpring's customers are getting glasses for the first time.

WARBY PARKER



Domestic

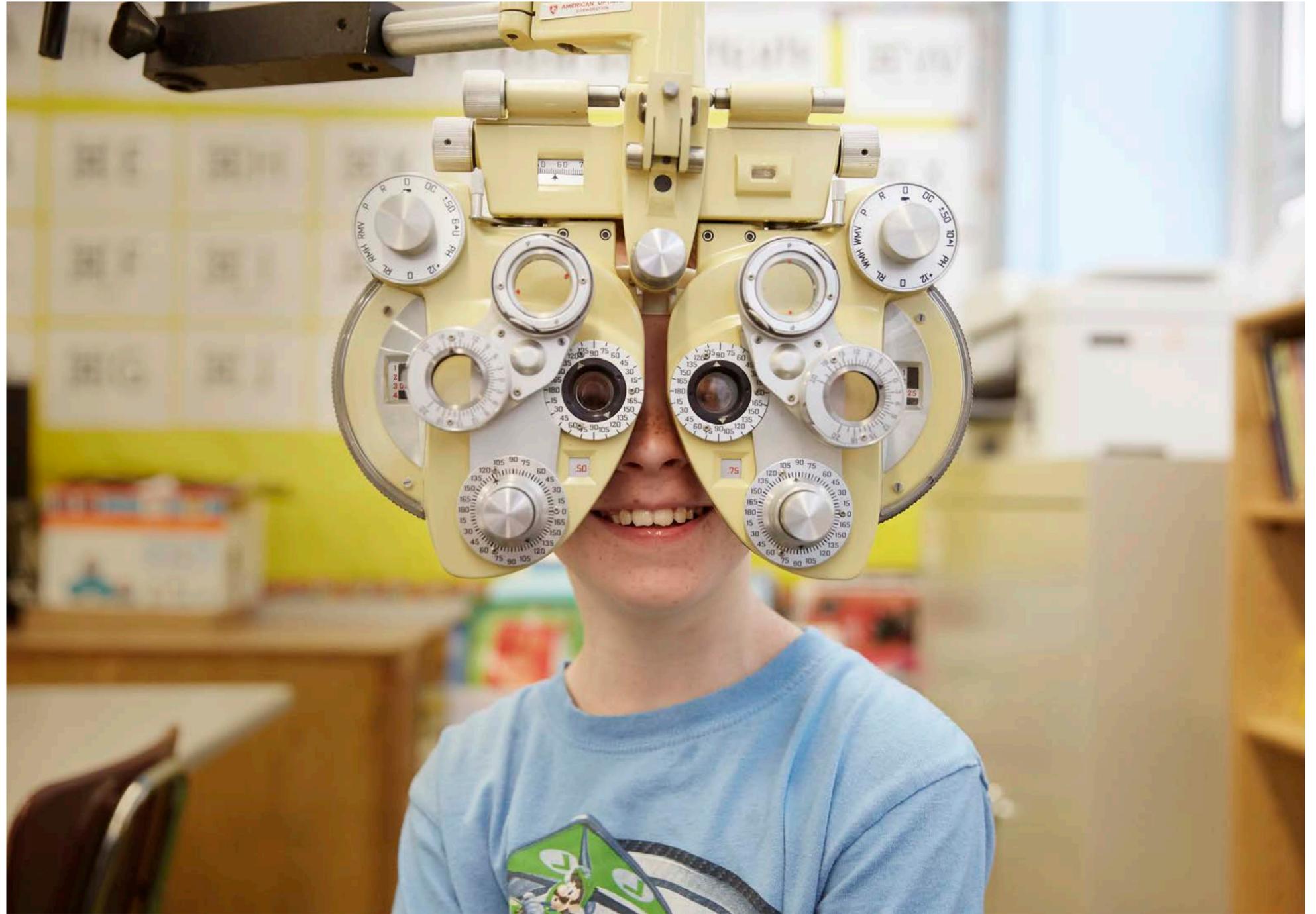
Via public-private partnerships, directly giving vision care and glasses to children (ages 5–18) in their classrooms.

In 2015, we created Pupils Project, our program with organizations and local government agencies, like the Department of Education in New York City and the Department of Health in Baltimore, which provides free vision screenings, eye exams, and glasses to schoolchildren, for many of whom this is their first pair. This model eliminates 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 support a similar school-based model in Mexico with the organization Ver Bien that helps bring glasses to public elementary school students across the country.)

THIS IS COOL:

As part of our work in Baltimore, Johns Hopkins University is conducting a longitudinal study to better understand the correlation between the intervention of vision treatment and reading scores, as well as the benefits of ensuring access to glasses for children in urban settings.





Activity sheets, stickers, and scribbling utensils entertain kiddos waiting for their turn with the eye doctor.



I GOT NEW glasses!



WAITING FOR AN EYE EXAM?

Grab a pencil and solve the puzzle! (Plus read about weird eyeball facts.)

FUN FACTS ABOUT EYEBALLS

Eagle eyes have a million light-sensitive cells per square millimeter of retina—five times more than us. They can spot a rabbit-sized animal two miles away!

Shark corneas are so similar to our corneas that they have been used in human corneal transplants. Neat!

If the human eye were a digital camera, it would have 576 megapixels.

Mantis shrimp have four times as many color receptors as humans and can see UV, visible, and polarized light. They can also move each eye independently.

The eyes of a chameleon allow for a 360-degree arc of vision because they are mounted on conical turrets that can move independently of each other.

Eyes on horses and zebras point sideways, which gives them spectacular peripheral vision. Unfortunately, it also means they have a blind spot right in front of their noses.

This biggest eye in the animal kingdom belongs to the giant squid. It's about the size of a volleyball.

Owls are unable to move their eyes. Instead they have the ability to rotate their heads 270 degrees, which makes up for their forward-facing vision and immobile eyes.

WORD SEARCH

BANK	IRIS	SEE
CORNEA	PUPIL	SQUINT
GLASSES	RETINA	WINK

I J E N S Q U I N T Z A F I K
X S B G M O P X R S X U I S M
K J S H A R U R E P Z Y G C T
J Y G I G R P A B R Y V G K X
P V B V R Q I O G X W W Z J Y
M S L K E L L V G B U B S W A
E R I O T Q W N V A R F E N K
B G N U I G C Z C O R N E A P
O J K Q N L L A B F N J F H Z
W H O P A A J U W K I O A M R
V T J N Z S M K H Y R I R I S
X T E S Q S G S G X U U G O E
I G S D C E C D G I K S H L O
J J L O V S F U M J Z F P G Y
K L V D C K O I W I N K N L K

I CAN SEE!

66

67

AT SCHOOL WITH PUPILS PROJECT

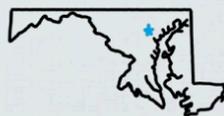
Our partners administer the vision screenings and eye exams in the students' classrooms, and we provide prescription glasses dreamed up by Warby Parker's design team. Style matters, and every child deserves a pair that instills confidence. With that in mind, we set up a trunk show so the kids can pick out glasses they're most excited to wear.



Each pair of glasses is named after an employee who helped get Pupils Project off the ground. Students can choose from 42 options!



In 2018 we increased the number of schools served in New York City, from 227 to 240.



5,000 pairs of glasses have been distributed in Baltimore so far.

We can't wait until every student has the glasses they need to learn.

SCREENINGS	EXAMS	GLASSES
2015		
20,651	553	676
2016		
47,443	12,972	10,285
2017		
70,479	21,774	22,987
2018		
109,180	33,438	32,309

These are the number of screenings and exams administered and glasses provided by calendar year.



PUPILS PROJECT COLLECTION

To support Pupils Project, we released a limited-edition assortment of five sunglasses and five eyeglasses (all adult-sized) in 2018 in collaboration with 10 New Yorkers, a range of talents whose inexhaustible creativity has shaped the city and beyond. Rosario Dawson, Lena Dunham, Nikolai Fraiture, Iman, Fran Lebowitz, Humberto Leon, Mary-Louise Parker, Chloë Sevigny, Gloria Steinem, and Michael K. Williams each co-designed a pair—and 100% of every purchase went to Pupils Project.

(Why New Yorkers? It's where Warby Parker and Pupils Project got their start, and each collaborator has a special connection to the city, whether they attended school or launched their career in the Big Apple. That's the thing about New York—the city claims you in one way or another, no matter how much time you spend there.)

WARBY PARKER

Supporting our partners

We also support our nonprofit partners in their various strategic growth initiatives through financial investments, project expansion assistance, and more. These efforts are expected to strengthen our partners' programs and extend the impact that they bring to communities and economies worldwide; Warby Parker's investments and services are done in kind. Providing glasses is just one step in a broader process of ensuring proper vision care, so we identify appropriate partners to manage each step and outline these responsibilities in our agreements.

We evaluate the efficacy and success of our partnerships against company-wide metrics and data provided by our partners about the beneficiaries (like age, income, and who is getting glasses for the first time) to ensure we're reaching our goals. We hold ourselves accountable to our commitments by affirming them publicly and sharing information about our Buy a Pair, Give a Pair program with our stakeholders.

We work with our partners to set annual targets for the number of glasses they are able to distribute, holding monthly check-ins to ensure they're on track to achieve these numbers. We also visit partners in the field a number of times a year to witness the work firsthand, and we conduct desk audits of our partners' financials to ensure they're using the provided funds as agreed upon.

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.





Our optical lab in Sloatsburg, NY

Ethical business

Warby Parker is committed to making sure that working conditions throughout our supply chain are safe and that employees are treated with dignity. We require that our products comply with all applicable local and international laws, including laws related to labor, human rights, public health, and workplace safety.

CALIFORNIA TRANSPARENCY IN SUPPLY CHAINS ACT

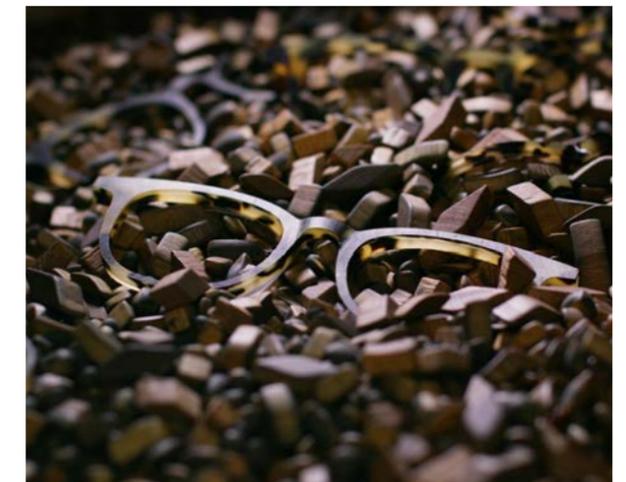
Legislation in California has given companies like ours an opportunity to explain how they address the risk of human rights violations in their supply chains. Our disclosure for the California Transparency in Supply Chains Act (SB657) outlines the steps we're taking to make sure that all our direct suppliers (i.e., the manufacturers who take raw materials and turn them into Warby Parker products) meet internationally recognized labor standards and also adhere to our own Vendor Code of Conduct. These steps include:

Verifying our supply chain to evaluate and address the risk of human trafficking and slavery

Our efforts to make sure that our supply chain is free of human trafficking and slavery begin with thoroughly mapping out our direct suppliers, and the secondary suppliers with whom they work. We then work with independent organizations and other brands to assess the risk of forced labor throughout our supply chain (looking at various factors such as each supplier's location and employee demographics) and tailor our efforts to prevent it accordingly.

Our primary safeguard against human trafficking is simple: We work only with manufacturing partners who share our commitment to ethical labor practices. Compliance with our Vendor Code of Conduct is a non-negotiable precondition to start and maintain any direct business relationship with us. The Code outlines

our requirements for the fair treatment and compensation of all workers, and expressly prohibits specific abusive labor practices. We work with the independent fair-labor monitoring group Verité to ensure that these standards are being met, and members of our own Supply Chain, Social Innovation, and Design teams regularly visit our suppliers' factories to supplement Verité's work.



Auditing our direct suppliers on a regular basis

To ensure that our vendors uphold the requirements set out in our Vendor Code of Conduct, we partner with Verité to regularly audit our direct suppliers' facilities. These scheduled audits are an opportunity for us to strengthen our relationship with vendors throughout our supply chain and work together on preventing any substandard work conditions. We audit all of our direct suppliers' factories at least once a year, and each audit is conducted over two or more days, depending on the size of the facility. During an audit and any follow-up visits, Verité's independent auditors meet with the management of each facility, tour every part of the site, review any pertinent documents, and interview employees at all levels of the organization. These audits give us a clear and comprehensive picture of employees' working conditions and allow us to hold our direct suppliers accountable to the specific labor standards outlined in our Vendor Code of Conduct.

Certifying that the raw materials used by our suppliers have not been produced with forced labor

Our Vendor Code of Conduct applies to all of our direct suppliers. Of course, these suppliers have their own suppliers, who provide them with the various materials

and components needed to manufacture our products. As an added safeguard against the threat of human trafficking and slavery, we audit many of those suppliers as well. This allows us to know whom those suppliers employ and to ensure that they're also being employed per the labor standards set out in our Vendor Code of Conduct.

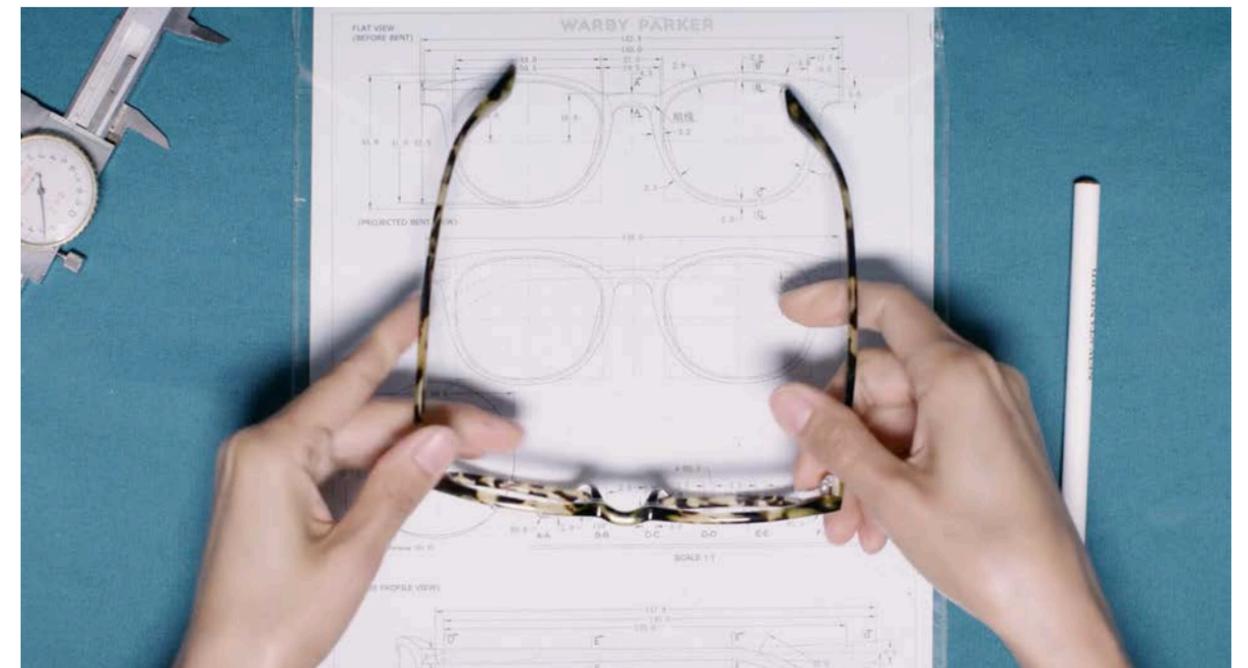
To maintain a complete picture of our supply chain and the labor involved in it, we have a zero-tolerance policy toward unapproved subcontractors, facilities, and homework, and we do not work with vendors who are not transparent and cooperative on the matter. Every one of our direct suppliers must be able to prove that its supply chain and all the materials incorporated into our products comply with national and international laws prohibiting slavery and human trafficking. And whenever there's a difference between the requirements of local law, international law, and our Vendor Code of Conduct, the most stringent standard always applies.



Holding ourselves and our suppliers accountable

Our policy against forced labor is one of zero tolerance. If one of our suppliers were found to be complicit in any form of forced labor whatsoever, we would require the supplier to address and correct the problem immediately, and we would launch an extensive investigation into the issue.

We reserve the right to terminate our business relationship with any supplier who violates these terms.



Training and education

To further protect the integrity of our supply chain and the safety of the people working in it, we make a concerted effort to educate our vendors, auditors, and internal teams on the realities of human trafficking and modern-day slavery. We also regularly engage with industry organizations and other companies to stay abreast of the latest developments and regulations surrounding the issue. This makes everyone involved in our supply chain better able to identify and effectively address any potential infractions.

SOCIAL COMPLIANCE

Alongside Verité, we piloted the Warby Parker Social Compliance Program in 2011 and formalized it for our direct and key indirect suppliers in 2012. All new suppliers since have been screened using our social compliance criteria.

There are always potential risks to address, and all of our current suppliers agree to consistent and continuous improvement. After each visit, our auditors produce a report that outlines all open concerns, and we 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. We assess three categories—Management System, Labor, and Environmental Health Safety—and within each, Policy and Procedure, Implementation, and Performance.

The Sourcing and Social Innovation teams are in charge of the Social Compliance Program—ensuring this is part of the vetting and onboarding process for new suppliers and that suppliers are evaluated using a balanced scorecard, scheduling audit visits with Verité, and working with the suppliers to improve on identified issues. 100% of our active direct suppliers in China are audited, as are 80% of our active direct suppliers in Italy.

OUR RUBRIC		
> 85	—————	Excellent
70–85	—————	Good
55–70	—————	Fair
40–55	—————	Poor
< 40	—————	Bad

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 whistle-blowing policy in place for all factory workers. The Sourcing and Social Innovation 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, ensuring 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.

In 2019, we are piloting a program where suppliers who perform well on social compliance will be given a budget to provide benefits like optometric services, and vocational and financial trainings to their employees.



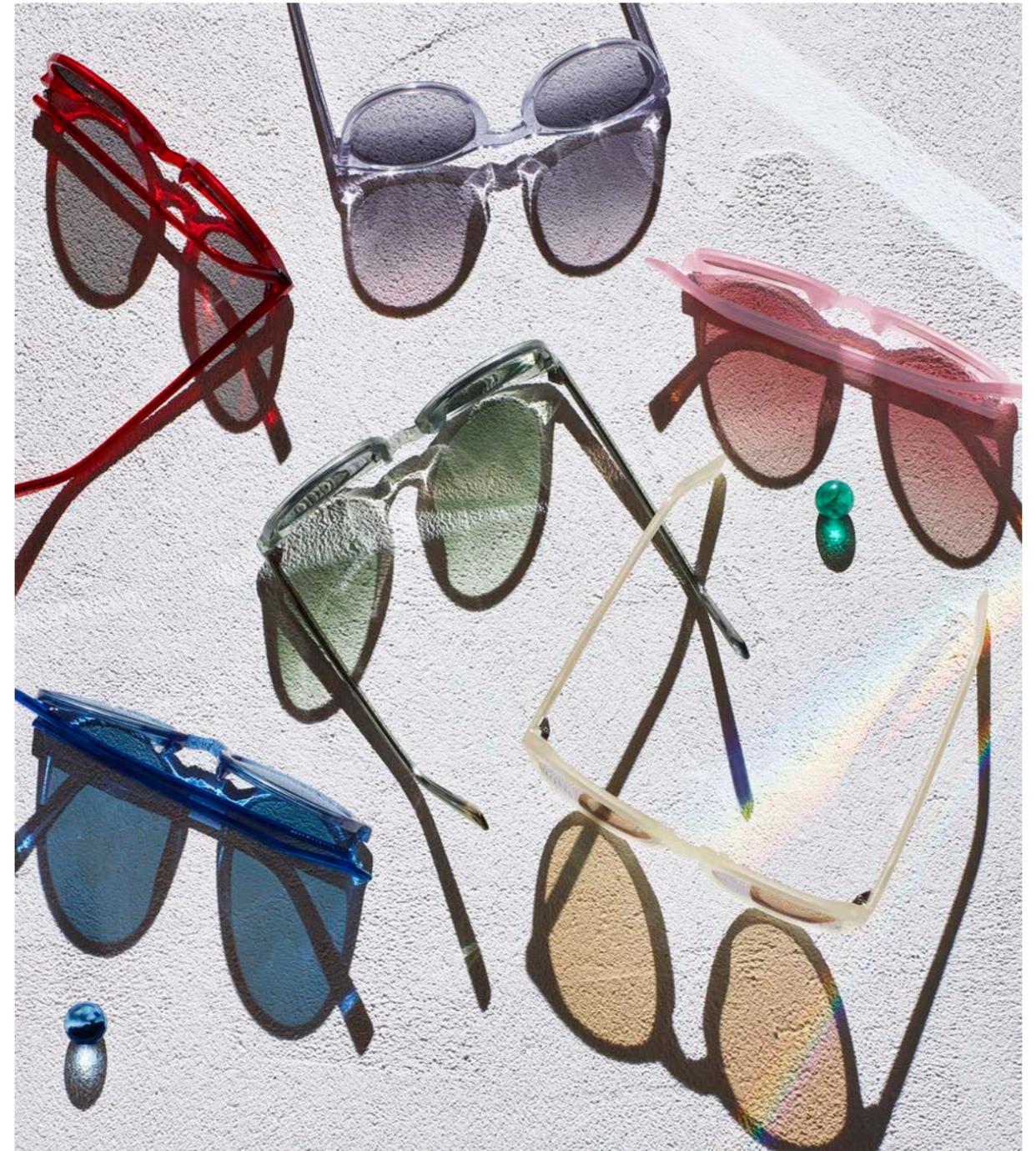
The year in partnerships

In 2018, we teamed up with a number of people and organizations to serve our communities in some special way, whether through generating awareness of issues that matter to us, contributing financially to causes we support, or both. We had a lot of fun.

HASKELL PRISM

To celebrate LGBTQ+ Pride Month and to commemorate and recognize the impact that the full spectrum of lesbian, gay, bisexual, transgender, and queer people have had on history, we released a limited-edition collection of frames inspired by the rainbow, a meaningful symbol of diversity and solidarity.

We also made donations to both The Trevor Project and Lambda Legal, two organizations that strive and advocate for equality. The Trevor Project is the leading organization in crisis intervention and suicide prevention services for the LGBTQ+ community; Lambda Legal's mission is to achieve full recognition of the civil rights of all LGBT people and those living with HIV. Together, they encompass the core values of inclusivity, ardent action, and doing good that Warby Parker upholds.



JT x WARBY PARKER

In February, we got together with Justin Timberlake on a limited-edition trio of sunglasses in celebration of “Wave,” a song from his album, “Man of the Woods.” The track is a dreamy ode to vacation, and our collaboration frames—outfitted with rose-colored lenses—inspired a similarly carefree escape.

To fete the collaboration, we made a donation to St. Jude Children’s Research Hospital, an organization near (it’s in his hometown) and dear (it does life-changing work) to Justin.

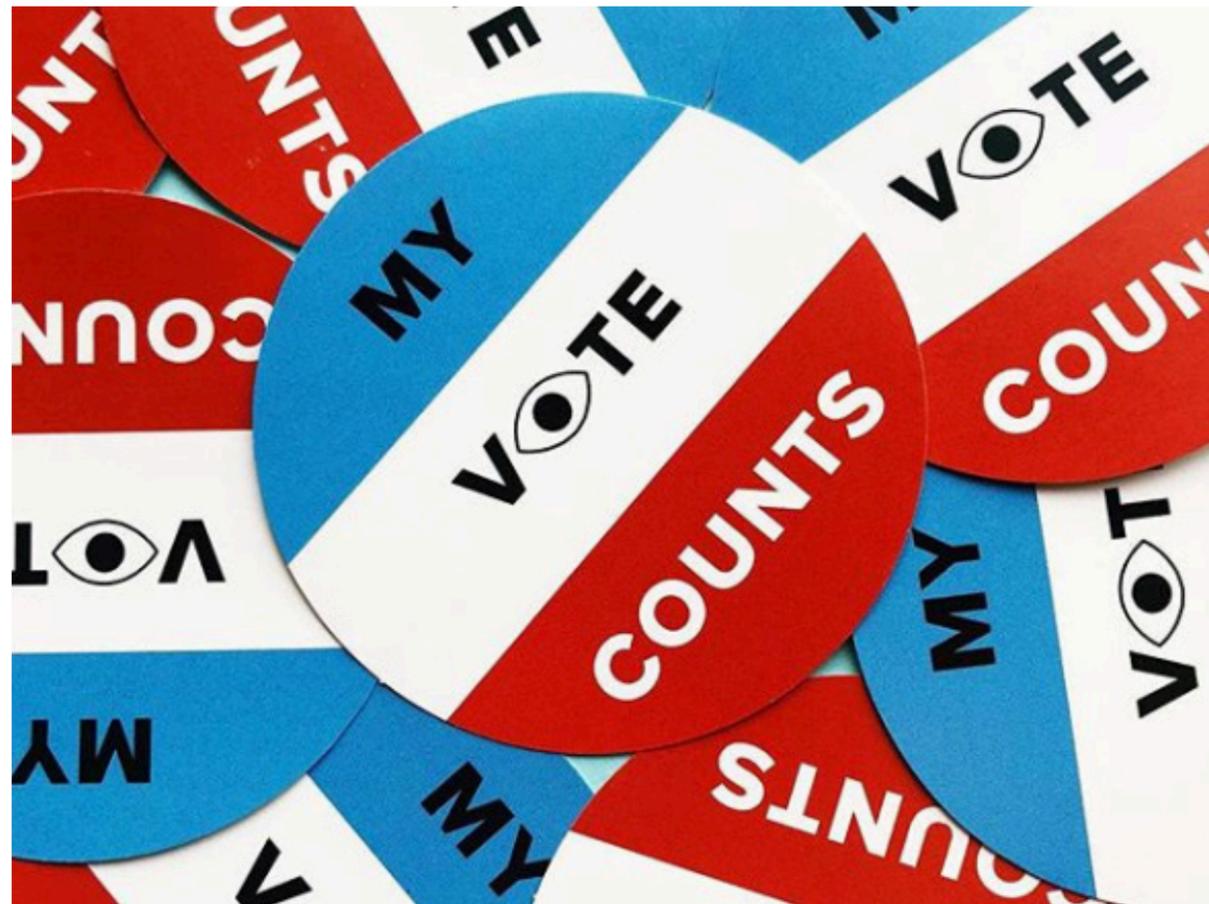
**WARBY PARKER****WARBY PARKER PENCIL ROOM**

Pencils are the ultimate writing instruments. They’re user-friendly (read: leak-free), steeped in history (did you know they date back to the 16th century?), and there’s just something about the commitment-free creativity they inspire (being erasable and all). We filled a small alcove with pencils at our store in Cambridge, Massachusetts, in 2017, and it was such a hit that we devoted an entire space to them in Ann Arbor, Michigan, where we opened a store in the fall of 2018.

We created a rainbow of custom-designed pencils with our friends at CW Pencil Enterprise, and each one is emblazoned with one of 100+ one-liners that range from the literary to the laughable to the locally inspired. The pencils at our Ann Arbor store are four for \$2, and all proceeds go to 826 Michigan, a nonprofit that helps students ages 6–18 find their inner authors and sharpen their writing skills. (A few pencils were authored by the kids.) We’ve partnered with 826 chapters before, and we were delighted to team up with them again—especially because their Ann Arbor chapter is right around the corner from our store.



Warby Parker Pencil Room in Ann Arbor, MI



VOTER REGISTRATION WITH DOSOMETHING.ORG

Every vote counts, and we believe it's important to make your voice heard, no matter how you cast your ballot. All 435 House seats were up for grabs in 2018's midterm election, as was about a third of the Senate. 42% of registered Americans came out to vote in the previous midterms, and only 50% of 18–35-year-olds were registered to vote.

In celebration of National Voter Registration Day ahead of the midterms, we joined our pals at DoSomething.org, a global nonprofit organization with the goal of mobilizing young people to make positive change. Our social media followers were encouraged to register online—in just two minutes—and exercise their democratic privilege.

WARBY PARKER

MIRROR MIRROR

When you walk into any Warby Parker store, you'll likely see handheld mirrors to help customers find their perfect frames. After years of use and reflecting, we thought it was time to hand this ubiquitous and indispensable tool over to some fresh, inventive eyes for a complete makeover.

To help execute this vision, we asked eight of our favorite designers from New York and Los Angeles to put their own spin on the handheld mirror. Each designer produced two completely original mirrors that we displayed (for customers to use) in our Greene St. store in New York City and our Abbot Kinney store in Los Angeles, for just one month in the fall.

Then they went on sale to the public in a two-week online Paddle8 auction, with all proceeds going to Free Arts in New York City and L.A.—an organization that empowers underserved youth through arts and mentoring programs to develop their creativity, confidence, and skills to succeed.



Top, left to right: Brendan Ravenhill, Eric Trine, Fredericks & Mae, LAUN
 Bottom, left to right: Tom Fruin, Egg Collective, Chen Chen & Kai Williams, Fort Standard

SOCIETY OF ILLUSTRATORS

The Society of Illustrators promotes the appreciation and history of illustration (Norman Rockwell and N.C. Wyeth were original members) and aids budding talents in starting their careers. Since 2014, we've sponsored the Warby Parker Visionary Scholarship, granted to 2D artists who demonstrate conceptual, material, and technical inventiveness, with a keen editorial eye.

It's just one small way we can highlight all the amazing work out there and nudge along artists on the cusp of professional success.



Left: 2018 scholarship winner Lizzy O'Donnell's *Brush Your Teeth Everyday*; right: Society of Illustrators in New York City

OUR STORE TEAMS WORKED WITH A LOT OF GROUPS IN THEIR COMMUNITIES. HERE'S A TASTE:

- AIDS Resource Center of Wisconsin, Milwaukee
- Above the Status Quo, Atlanta
- Austin Pets Alive!, Austin
- Books Through Bars, New York City
- Chicago Greater Food Depository, Chicago
- Cleveland Food Bank, Cleveland
- Food Gatherers, Ann Arbor
- Footprints Around the World, Los Angeles
- Goodwill, Pittsburgh
- Hayes Valley Neighborhood Association, San Francisco
- House of Charity, Minneapolis
- Humane Society of North Texas, Fort Worth
- Lone Star Ranch and Rescue, Plano
- Martha's Table, Washington, D.C.
- The Mazzone Center, Philadelphia
- Nashville Children's Theater, Nashville
- OKC Pride, Oklahoma City
- Pasadena Humane Society, Pasadena
- Project Glam, Dallas
- Puget Soundkeepers, Seattle
- Resource Area for Teachers, Denver
- Ronald McDonald House, Seattle and Boston
- Second Harvest Food Bank, New Orleans
- Solid Ground, Seattle
- Together She Can, Boston
- Urban Farming Institute of Boston, Boston
- Urban Gleaners, Portland
- Westside Children's Center, Los Angeles
- YouthCare, Seattle
- 826 Boston, Boston

Public policy and advocacy

Collaborating is central to our work at Warby Parker, and bigger things can be achieved when we bring more perspectives into the fold. Efforts to discriminate and limit those conversations are alarming—and as a brand that sits at the intersection of fashion, tech, and social enterprise, we have a unique platform to make a difference.



Telemedicine

We believe in making existing technologies available to as many people as possible; this drives us to get more glasses to those who need them, and it's the philosophy behind tools like Prescription Check. In 2017, we launched two telemedicine services that allow eligible customers to quickly and conveniently update their glasses prescription: the Prescription Check app and In-Store Prescription Check. For a lot of people, these are economical and easy alternatives to visiting an eye doctor in order to update an expired prescription. Since the launch, we've engaged with state legislators about the benefits of ocular telemedicine.

Net neutrality

Net neutrality is a set of FCC regulations approved in 2015 that required internet service providers to treat online content equally. We built Warby Parker thanks in no small part to a free and open internet, and recent moves by the FCC threaten the access afforded to all as well as opportunities for small businesses and up-and-coming entrepreneurs. In April 2017, Warby Parker, Foursquare, and others wrote a letter to FCC chairman Ajit Pai expressing concern over his proposal to undo the existing framework. In May 2018, we worked with Foursquare again on "Red Alert" graphics that called for support in saving net neutrality. We also signed a letter urging Congress to use the Congressional Review Act to reverse the FCC's repeal of open internet protections.

LGBTQ+ protections

Ongoing attempts to roll back LGBTQ+ protections in the U.S. are contrary to our core values, and they directly affect many of our employees, our friends and families, and the communities we serve. We've spoken up—and will continue to do so—when the security of the LGBTQ+ community is imperiled.



February 28, 2017:

We signed on to an amicus curiae brief in support of a Virginia lawsuit that challenged a school district policy restricting students' right to use the bathroom consistent with their gender identity.

August 10, 2017:

We signed an open letter from a Texas business coalition to Governor Greg Abbott in opposition to two anti-transgender bathroom bills, Senate Bill 0003 and House Bill 0046.

March 2018:

Neil and Dave sent a personal letter to Senator Jim Tracy (TN) opposing House Bill 0888 and Senate Bill 0771, which would mandate that students in public schools use restrooms and locker rooms based on the sex shown on their birth certificates.

Immigration

Welcoming teammates from a wide range of backgrounds has been key to our growth at Warby Parker. Diversity leads to innovation, and our economy and society cannot fully flourish under anti-immigration policies—including those put forward by the current administration. Discriminatory proposals would drastically narrow opportunities for dedicated talent, favor certain voices over others, and would in many cases, if passed, have prevented some of our employees from joining Warby Parker.

1. In 2017, President Trump issued an Executive Order on Immigration that temporarily banned travel to the United States from seven Muslim-majority countries. We signed a number of briefs as an amicus curiae to fight the order.

2. In August 2017, we signed a letter to President Trump and Senate and House leadership in support of the DACA (Deferred Action for Childhood Arrivals) program, which allows young undocumented immigrants brought to America as children—known as Dreamers—the opportunity to work and study without the threat of deportation. In November 2017, we signed on to an amicus curiae brief with 103 other companies in a lawsuit filed in support of Dreamers; in January 2018, we signed a letter urging Congress to provide legal protection for Dreamers. Along with 113 other companies, we signed on to an amicus curiae brief to support Dreamers in the lawsuit *State of Texas, et al. v. USA, Karla Perez, et al.* the following July.

3. In 2018, the Trump administration sought to further its discriminatory policies by adding a question to the 2020 census that asks if a person is a citizen of the United States. We signed a brief in October as an opposing amicus curiae, as this question could discourage people from answering and lead them to be underrepresented.

4. In 2018, we signed on to a letter that Boundless Immigration submitted to the Department of Homeland Security in opposition to the proposed “public charge rule,” which would overly broaden the factors that can be considered in determining if a green card or visa applicant is admissible to the United States.



Environment





From the beginning, we've been out to prove that businesses can scale, be profitable, and do good in the world—without charging a premium for it. We've always been deliberate about making decisions with the environment in mind that don't compromise customer satisfaction or the quality of our frames. Warby Parker is committed to an environmentally sustainable future, and as we grow, we hold ourselves to a higher standard of stewardship in areas where we have the greatest impact and influence.

We push ourselves to operate efficient spaces, use resources responsibly, reduce waste, and limit our greenhouse gas footprint (and offset the rest so our overall footprint is neutral).

Our supply chain

The Warby Parker supply chain is an agile and integrated network that works to get the right order to the right place, right on time. Our suppliers and partners are located all over the globe, predominantly in the U.S., Canada, China, Italy, and Japan.

We partner with frame factories, lens and case/kit suppliers, a centralized distribution center, third-party-managed distribution centers, third-party optical labs, and freight-forwarding and logistic companies. We also rely on our retail locations and in-house optical lab in Sloatsburg, New York.

As our overall business and footprint expand across the U.S. and Canada, we're always evaluating how our partners and labs can support our growth and help with production limitations. In 2018, we purchased more lens-cutting machinery to increase our in-house lab production capacity, and controlling more of the manufacturing and fulfillment operations at the lab is a priority for 2019.

In addition to fulfilling prescription eyewear orders, our supply chain also supports the Warby Parker Home Try-On program. This operation is run out of a centralized facility in the U.S. that processes all Home Try-On inbound receipts and outbound shipments.

Responsible sourcing

All of 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, which may be limited due to access to materials the vendor has experience handling, as well as production methods, machinery, and our regulatory and performance standards.

Transparency is a crucial element in our vendor relationships. We work directly with manufacturers and raw material suppliers so we know exactly where and how our products are being manufactured, and third-party auditing firms ensure our suppliers are adhering to both quality and ethical guidelines. Monthly material forecasts allow vendors to prepare for any negative impacts created by peak business needs and check that they will be able to accommodate our requirements. Our Vendor Compliance Manual details volume and financial penalties incurred if our preferred material or component suppliers are not used, and quarterly reviews ensure there are no surprises.

Frame and lens materials:



FRAMES (acetate):
Cellulose acetate



FRAMES (metal):
Titanium, bronze, stainless steel, or monel (all materials plated/coated)



NOSE PADS:
Silicone and PVC options



PRESCRIPTION LENSES:
Polycarbonate, CR-39, 1.67 high-index, and 1.74 high-index



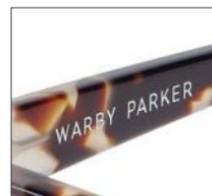
NON-PRESCRIPTION SUN LENSES:
Nylon and CR-39



HINGE AND CORE WIRE KITS (including coated screws):
Metal alloy



DEMO LENSES (used in Home Try-On and display frames only):
Acrylic



BRANDING MARKS:
Foil stickers spell out WARBY PARKER and WP lettering on temple tip; engravings on temple arm are lasered and then filled in with silver, gold, or white ink

WARBY PARKER

Packaging materials:

BOX:
Wood pulp 87%, vinyl acetate 4%, polyvinyl alcohol 5%, styrene acrylic acetate 4%

CASE:
Iron 81.5%, polyurethane acrylic resin 10%, flocking 5%, chloroprene rubber 1.25%, toluene 1.25%, magnet 1%

SHIPPER:
Recycled wood pulp 100%

CLOTH:
Polyethylene terephthalate 80%, polyamide 20%

INSERT PAMPHLET:
Paper 100%

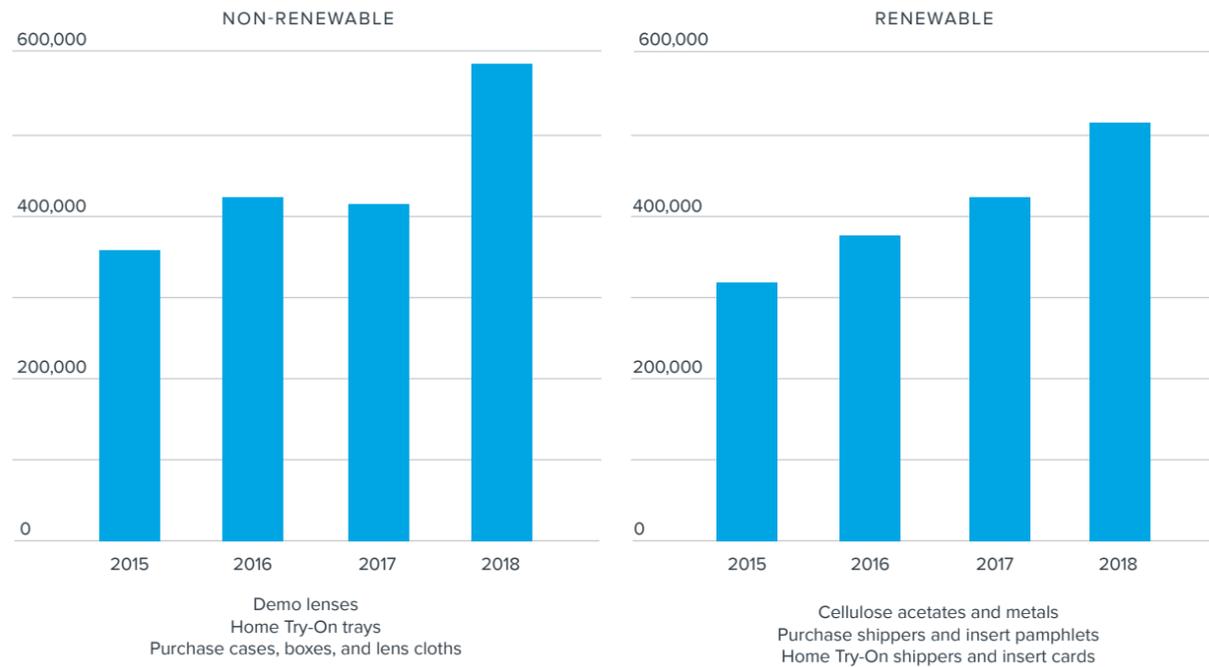
Everything you need to know about your new pair
All good things, promise :)

WARBY PARKER

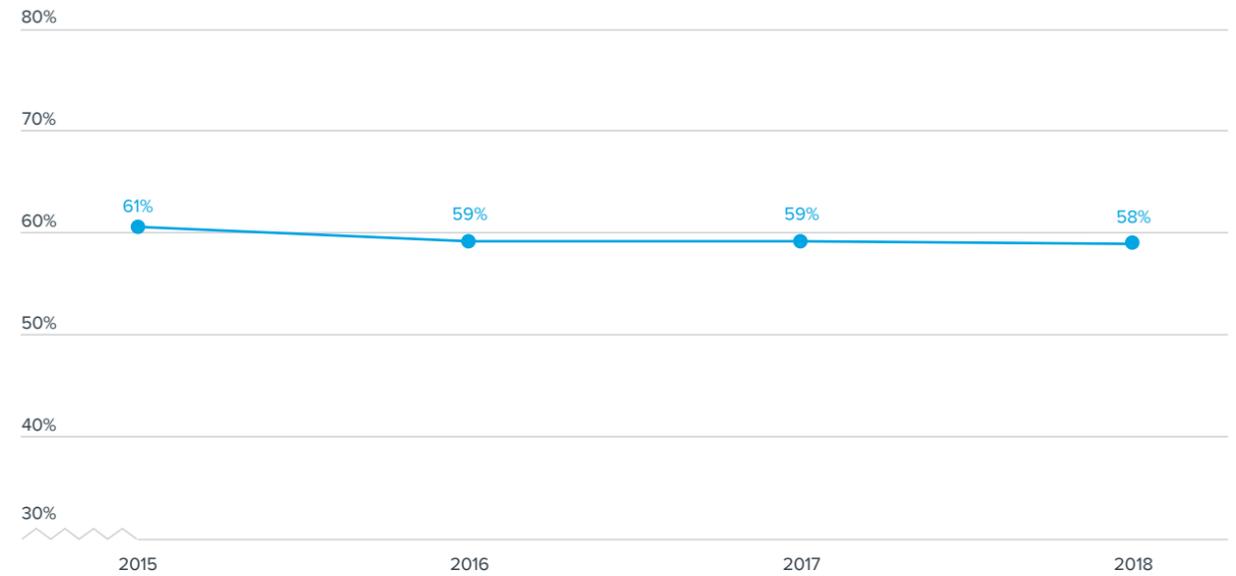
Warby Parker in 100 Words
Once upon a time, a young man left his glasses on an airplane. He tried to buy new glasses, but new glasses were expensive. "Why is it so hard to buy stylish glasses without spending a fortune on them?" he wondered. He returned to school and told his friends. "We should start a company to sell amazing glasses for non-insane prices," said one. "We should make shopping for glasses fun," said another. "We should distribute a pair of glasses to someone in need for every pair sold," said a third. Eureka! Warby Parker was born.

EPILOGUE
Thank you for reading "Warby Parker in 100 Words." You just read our entire history in less than 10 minutes! Great to know you're interested in our glasses, so please visit www.warby.com to see how we're making a difference. We'll be there to help you find the perfect pair. If you want more words, please visit www.warby.com.
*Not counting this paragraph.

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



Percent of recycled input materials used in manufacturing



Only our purchase and Home Try-On shippers (the packaging that protects our product during shipment) are constructed with recycled content. While we are always exploring ways for our frames to be more sustainable, no recycled material is used to make our frames because of the composition and performance instability of those materials.

Understanding and measuring our footprint

In 2018, we gathered data on each of our direct supplier’s water per unit of product (m³), energy used per unit (kWh), and waste per unit of product (kg) to better understand our manufacturing carbon footprint (i.e., the estimated sum of greenhouse gas emissions, which are the principal cause of climate change). Warby Parker’s environmental impact at the direct manufacturer level correlates to the volume of materials placed in each region and with each supplier.

We are not currently benchmarking or holding our direct suppliers accountable to an environmental standard, but we’re learning how we can better influence their manufacturing operations. These calculations will be used to set environmental goals by vendor and material for 2019, and we plan on adding environmental criteria to our screening process for new suppliers in the future. The more volume we have with a vendor, the more we can drive change, and our ability to influence is also limited by local government regulations. However, we are able to impact waste levels by allocating specific volume by vendor.

In the Shenzhen region of China, which represents a significant portion of our frame purchases, the government plays a substantial role in regulating

factory amendments, and vendors have voiced concerns that certain requested improvements (e.g., adding solar panels) are not being approved as manufacturing moves from the area. As wages increase in that region and the government reclaims land, factory owners are building new locations in Southeast Asia and integrating features like solar panels and water filtration into their facilities there. We are exploring new regions for future production and encouraging more environmentally friendly infrastructure in factory building.



At the office level

New York City headquarters

We partner with Rescuing Leftover Cuisine, a nonprofit that works to prevent food waste and end hunger. In September 2017, we began giving all of our office’s leftover food to RLC every Friday; since then, we’ve donated over 3,700 pounds of food (that’s roughly 3,083 meals).



Nashville headquarters

We began a partnership with Compost Nashville in August 2018. In just a short time, we’ve diverted 1,867 pounds of materials from landfills.

In Nashville, New York City, and Sloatsburg, we use 100% compostable cups, utensils, and plates. They’re from Emerald, a family-owned company that uses a byproduct of sugarcane production to create a responsibly sourced paper/plastic alternative.

Our usage has saved the equivalent of



2,157 gallons of water



182,880 plastic bags



3,777 pounds of landfill waste

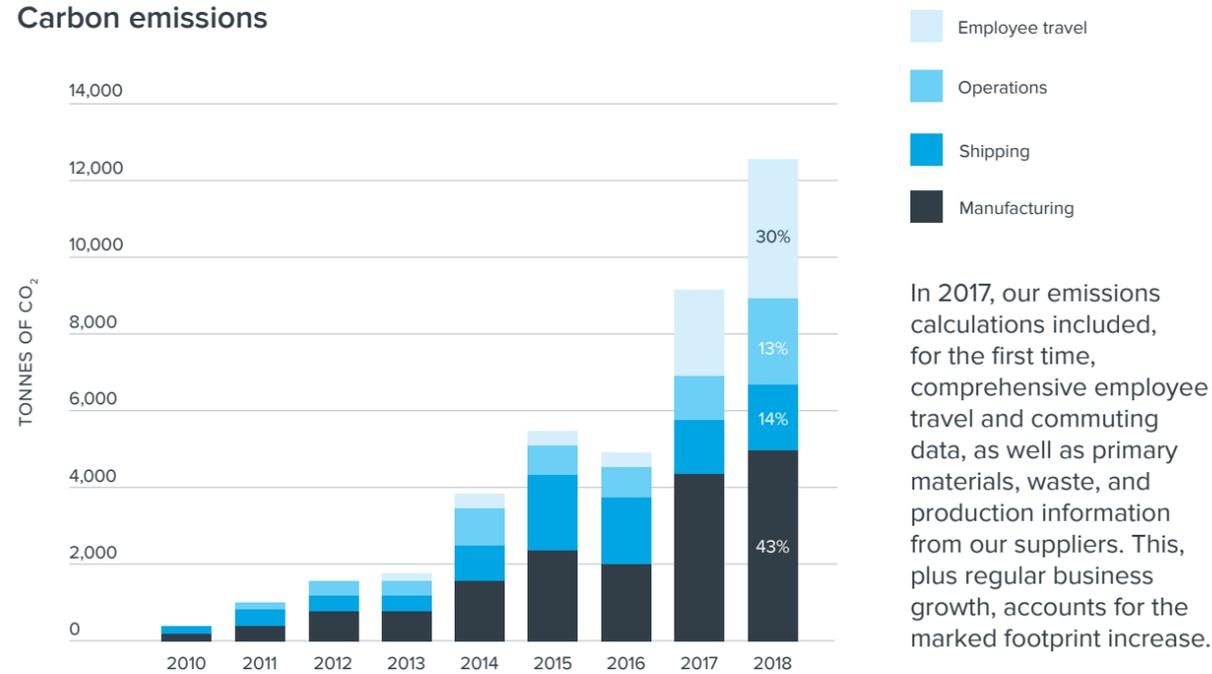


35 trees

Warby Parker is a carbon-neutral company, and we take responsibility for our business operations' impact on this planet. With the help of third-party agencies, we've always offset our greenhouse gas emissions, and since 2017 we've partnered with thinkstep, a sustainability consulting firm, to measure our carbon footprint.

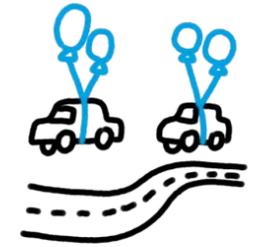
Thinkstep looks at the energy and materials used in manufacturing, shipping (via ocean, ground, and air), operations (at our stores, offices, and labs), and employee travel (daily commutes and business trips by air, train, and car). We gather the most accurate information available, but when primary data isn't available, we rely on EPA-approved assumptions to calculate parts of our carbon emissions footprint. This process is completed on an annual basis.

Carbon emissions



Once we have all our calculations, we purchase carbon offsets via the third-party agency NativeEnergy which currently supports two emissions reduction projects: Seneca Meadows landfill in Seneca Falls, New York, and Dempsey Ridge wind farm in Beckham and Roger Mills counties, Oklahoma.

Seneca Meadows reduces local air and water pollution by providing locally sourced, renewable energy, and Dempsey Ridge annually saves the planet from 339,000 metric tonnes of carbon dioxide. (That's like taking 71,500 cars off the road.)



We 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 area? (Is it close to a Warby Parker store, office, or lab?)
Seneca Meadows is close to our New York City headquarters, major retail operations, and lab facility in Sloatsburg.
- 4. Type:** Does the project relate to our major categories of emissions?
In 2018, we started supporting Dempsey Ridge, as the majority of our related emissions by location are coming from electricity use.
- 5. Commitment:** Will our support over several years help drive the development of a new emissions reduction project or provide security to an existing one?

Board of Directors

Neil Blumenthal, co-founder and co-CEO

Before founding Warby Parker, Neil Blumenthal served as director of VisionSpring.

He has been named a Young Global Leader by the World Economic Forum and one of the 100 Most Creative People in Business by *Fast Company*. Neil serves on the board of Allbirds, Sweetgreen, and the nonprofit RxArt.

A native of New York City, Neil received his B.A. from Tufts University and his MBA from The Wharton School of the University of Pennsylvania.

Dave Gilboa, co-founder and co-CEO

Before founding Warby Parker, Dave Gilboa worked at merchant bank Allen & Company and strategy consulting firm Bain & Company. He is a Henry Crown Fellow through the Aspen Institute and a member of the Aspen Global Leadership Network. In 2018, he was named a McNulty Laureate by the McNulty Foundation.

Born in Sweden and raised in San Diego, Dave graduated with a B.S. from UC Berkeley and holds an MBA from The Wharton School of the University of Pennsylvania.

Andy Hunt, co-founder

Andy is currently a general partner at Elephant, a venture capital firm that he co-founded in 2015. He holds board seats at Tecovas, Snap! Mobile, Realself, Homepolish, and A Cloud Guru, and has led investments at Allbirds, Scopely, and Pretty Litter. From 2011 to 2015, Andy was a principal and partner at Highland Capital Partners.

Prior to founding Warby Parker, Andy was an analyst at the investment bank Cain Brothers from 2005 to 2008. He holds a B.A. from Brown University and an MBA from The Wharton School of the University of Pennsylvania.

Jeff Raider, co-founder

After founding Warby Parker, Jeff founded Harry's in 2013. Today, Jeff serves as the CEO of Harry's Labs, an organization within Harry's that supports exceptional entrepreneurs in building and scaling the next great consumer packaged goods brands.

Before starting his own companies, Jeff worked at Charlesbank Capital Partners and Bain & Company. Jeff graduated from The Johns Hopkins University with a B.A. and earned an M.A. from The Johns Hopkins School of Advanced International Studies. He also earned an MBA from The Wharton School of the University of Pennsylvania.

Joel Cutler

Joel Cutler is a co-founder and managing director of General Catalyst, a venture capital firm with offices in Boston, New York, and Silicon Valley.

Joel invests in teams creating real inflection points in consumer experiences through information technology products and services, consumer internet/mobile, e-commerce, and online travel. In addition to Warby Parker, his portfolio of investments includes Airbnb, Jet.com, Kayak, Lemonade, Oscar Health, Cadre, Sabre, and The Honest Company.

Millard Drexler

From January 2003 until July 2017, Millard "Mickey" Drexler was chairman and CEO of J.Crew Group, Inc. where, in 2006, he founded Madewell. Prior to joining J.Crew, Mickey spent eighteen years at Gap Inc., where he was named president in 1987 and CEO in 1995. At Gap, he founded Old Navy and started Gap Kids. Mickey also served as president then as CEO of Ann Taylor from 1980 to 1983.

He has since launched his own investing company, Drexler Ventures, LLC. In July 2017 he was named chairman of the board and an investor at athleisure brand Outdoor Voices. Mickey was on the board of Apple Inc. from 1999 to 2015.

Lee Fixel

Lee Fixel is a partner at Tiger Global Management and head of the firm's private equity business. He has led the firm's investments in Warby Parker, Spotify, LinkedIn, Stripe, Peloton, Flipkart, and Facebook, among others.

Prior to joining Tiger Global in 2006, Lee was an analyst at Alkeon Capital Management. He holds a B.S.B.A. from Washington University in St. Louis, completed the General Course at the London School of Economics, and is a CFA charterholder. Lee also serves on the board of directors of the Michael J. Fox Foundation for Parkinson's Research and is a member of the board of trustees at Washington University in St. Louis.

Youngme Moon

Youngme Moon is the Donald K. David Professor of Business at Harvard Business School. She is the author of the bestselling book "Different," and she has published and sold more than two million case studies on companies ranging from Starbucks to IKEA to Uber. She currently co-hosts a weekly podcast, "After Hours," presented by Harvard Business Review.

In addition to serving on the board of Warby Parker, Youngme serves on the boards of Unilever and Sweetgreen. She received her Ph.D. and M.A. from Stanford University and her B.A. from Yale University.



Thank you!

GRI 102: GENERAL DISCLOSURES 2016*

Disclosure	Description	Cross-Reference or Answer												
Organizational Profile														
102-1	Name of the organization	Warby Parker												
102-2	Activities, brands, products, and services	Warby Parker prescription eyewear Introduction, pp. 14 , 17 Our In-Store Prescription Check service and Prescription Check app are not allowed in all states due to telehealth regulations and other restrictions.												
102-3	Location of headquarters	New York, New York												
102-4	Location of operations	Introduction, p. 17												
102-5	Ownership and legal form	Warby Parker is a privately held Delaware corporation.												
102-6	Markets served	Introduction, p. 17 Community, p. 61 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 retail locations												
102-7	Scale of the organization	Introduction, pp. 17–18 Employees, p. 24												
102-8	Information on employees and other workers	Employees, pp. 42–47 The majority of Warby Parker's activities are performed by workers employed by Warby Parker. In 2016, we opened our first store in Canada. Total number of employees by employment contract in Canada: <table border="1"> <thead> <tr> <th>YEAR</th> <th>FULL-TIME</th> <th>PART-TIME/TEMPORARY</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>17</td> <td>8</td> </tr> <tr> <td>2017</td> <td>18</td> <td>15</td> </tr> <tr> <td>2018</td> <td>18</td> <td>15</td> </tr> </tbody> </table>	YEAR	FULL-TIME	PART-TIME/TEMPORARY	2016	17	8	2017	18	15	2018	18	15
YEAR	FULL-TIME	PART-TIME/TEMPORARY												
2016	17	8												
2017	18	15												
2018	18	15												

(For U.S. employee information, see p. [42](#).)

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GRI 102: GENERAL DISCLOSURES 2016*

Disclosure	Description	Cross-Reference or Answer
102-9	Supply chain	Environment, p. 93
102-10	Significant changes to the organization and its supply chain	Environment, p. 93
102-11	Precautionary Principle or approach	Community, pp. 73–75 Vendor Code of Conduct We require all of our direct suppliers to comply with our Vendor Code of Conduct. Every expectation is intended to make sure that employees are treated fairly, provided a safe work environment, and legally compensated for their work. Warby Parker has established the general principles, which represent our minimum expectations and serve only as a starting point for our direct suppliers to evaluate their 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.
102-12	External initiatives	None.
102-13	Membership of associations	We are members of a number of organizations in which we are able to support our immediate stakeholders: National Association of Optometrists and Opticians (NAOO), representing the retail optical industry and eye care providers; Human Rights Campaign (HRC), the largest national lesbian, gay, bisexual, transgender and queer civil rights organization; Tech:NYC, a nonprofit working to attract tech talent to the city and to encourage policies that facilitate tech growth; and Partnership for New York City, which promotes economic growth by working with government, labor, and the nonprofit sectors in order to maintain the city's position as a global center of commerce and innovation. We are also part of the EYEliance, a multi-sector coalition of public, private, and non-governmental partners collaborating to address the global need for glasses.

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GRI 102: GENERAL DISCLOSURES 2016*

Disclosure	Description	Cross-Reference or Answer
Strategy		
102-14	Statement from senior decision-maker	Letter from our co-CEOs, p. 6
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Letter from our co-CEOs, p. 6 Core values, p. 9
Governance		
102-18	Governance structure	Board of directors, pp. 102–103 The board comprises two formal committees: Our Audit Committee reviews and oversees financial audits undertaken by Ernst & Young. The Compensation Committee reviews and approves items, such as executive compensation for VP level and above, total size of bonus pool, and overall structure and process of equity. We do not have written charters for committees, but we will outline specific roles and responsibilities in 2019 as well as create a Nominating and Governance Committee in the future. While we do not have formal committees dedicated to providing input on social and environmental decisions, a comprehensive deck is created for every board meeting with standing social innovation, regulatory, cybersecurity, financial, and analytical updates; we rotate additional updates by department. Committee meetings happen on an as-needed basis while board meetings are held quarterly.
Stakeholder Engagement		
102-40	List of stakeholder groups	Our stakeholders, p. 10
102-41	Collective bargaining agreements	Vendor Code of Conduct
102-42	Identifying and selecting stakeholders	Our stakeholders, p. 10

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GRI 102: GENERAL DISCLOSURES 2016*

Disclosure	Description	Cross-Reference or Answer
102-43	Approach to stakeholder engagement	Customers, pp. 30–31 Employees, pp. 49–57 Community, pp. 61–64 , 71 Environment, pp. 94–95 , 99–101
102-44	Key topics and concerns raised	Customers, pp. 30–31 Employees, p. 49 Community, pp. 61–64 Environment, pp. 94–95 , 99
Reporting Practice		
102-45	Entities included in the consolidated financial statements	This information is confidential.
102-46	Defining report content and topic Boundaries	About this report, pp. 12–13
102-47	List of material topics	<ul style="list-style-type: none"> • Child Labor • Customer Health and Safety • Forced or Compulsory Labor • Human Rights Assessment • Indirect Economic Impacts • Materials • Supplier Environmental Assessment • Supplier Social Assessment
102-48	Restatements of information	As this is Warby Parker's first report, there were no restatements of information.
102-49	Changes in reporting	This is Warby Parker's inaugural Sustainability Report. In preparation for this report, we conducted a materiality analysis in 2018. The disclosures selected herein reflect the results of our materiality analysis.
102-50	Reporting period	January 1–December 31, 2018
102-51	Date of most recent report	May 2019

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GRI 102: GENERAL DISCLOSURES 2016*

Disclosure	Description	Cross-Reference or Answer
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	socialinnovation@warbyparker.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	GRI index, pp. 106–113
102-56	External assurance	We did not seek external assurance for this report.

GRI 103: TOPICS AND TOPIC BOUNDARIES 2016*

Material Topic	Management Approach Cross-Reference	Relevant External Entities
Economic		
GRI 203: Indirect Economic Impacts 2016	Community, pp. 61–64 , 69–71	Community, customers, investors
Environmental		
GRI 301: Materials 2016	Customers, pp. 23–25 Environment, pp. 94–97	Community, regulators and policy makers, suppliers
GRI 308: Supplier Environmental Assessment 2016	Environment, p. 98	Community, regulators and policy makers, suppliers
Social		
GRI 408: Child Labor 2016	Community, pp. 76–77 Vendor Code of Conduct	Community, regulators and policy makers, suppliers

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GRI 103: TOPICS AND TOPIC BOUNDARIES 2016*

Material Topic	Management Approach Cross-Reference	Relevant External Entities
GRI 409: Forced or Compulsory Labor 2016	Community, pp. 75–77 Vendor Code of Conduct	Community, investors, regulators and policy makers, suppliers
GRI 412: Human Rights Assessment 2016	Community, pp. 73 , 75	Community, investors, regulators and policy makers, suppliers
GRI 414: Supplier Social Assessment 2016	Community, pp. 76–77	Community, investors, regulators and policy makers, suppliers
GRI 416: Customer Health and Safety 2016	Customers, pp. 23–35 Eyewear A to Z Customer reviews on quality	Community, investors, regulators and policy makers, suppliers

GRI 200–400: TOPIC-SPECIFIC DISCLOSURES 2016*

Topic	Disclosure	Description	Cross-Reference, Omission, and Explanation
Economic			
GRI 201: Economic Performance 2016**	201-1	Direct economic value generated and distributed	This information is confidential.
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community, pp. 61–71
	203-2	Significant indirect economic impacts	Community, pp. 61–64 , 70–71
GRI 205: Anti-corruption**	205-1	Operations assessed for risks related to corruption	We have not assessed our operations for corruption at this time. In 2019 we will engage a third-party consultant firm to assess the company in its entirety and evaluate for risk across a range of areas and processes.

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**Additional disclosures not related to material GRI topics.

GRI 200-400: TOPIC-SPECIFIC DISCLOSURES 2016*

Topic	Disclosure	Description	Cross-Reference, Omission, and Explanation
Environmental			
GRI 301: Materials 2016	301-1	Material used	Customers, pp. 23 , 25 Environment, pp. 94–95
	301-2	Recycled materials	Environment, pp. 96–97
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers screened using environmental criteria	Environment, p. 98
Social			
GRI 401: Employment 2016**	401-1	New employee hires and employee turnover	Employees, pp. 45–47
	401-2	Full-time benefits not provided to temporary/part-time employees	Employees, p. 57
GRI 404: Training and Education 2016**	404-1	Average hours of training per year per employee	Employees, pp. 54–55
	404-2	Programs for upgrading employee skills and transition assistance programs	Employees, pp. 54–55 Warby Parker does not currently offer transition assistance programs to facilitate management of career endings resulting from retirement or termination of employment.
	404-3	Percentage of employees receiving regular performance and career development reviews	Employees, p. 55
GRI 405: Diversity and Equal Opportunity 2016**	405-1	Diversity of governance bodies and employees	Employees, pp. 40–47

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**Additional disclosures not related to material GRI topics.

GRI 200-400: TOPIC-SPECIFIC DISCLOSURES 2016*

Topic	Disclosure	Description	Cross-Reference, Omission, and Explanation
GRI 408: Child Labor 2016	408-1	Operations/suppliers at risk for child labor	Community, pp. 76–77 Vendor Code of Conduct
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations/suppliers at risk for child labor	Community, pp. 73–75 Vendor Code of Conduct
GRI 412: Human Rights Assessment 2016	412-1	Operations subject to HR reviews or impact assessments	Community, p. 73 Vendor Code of Conduct Social compliance is an integral part of our supplier vetting, onboarding, and managing processes. As of 2018, all operations in China and the majority of those in Italy have been assessed for human rights impact; in 2019, we will review our suppliers in the U.S. and Japan.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Community, pp. 76–77 We piloted the Warby Parker Social Compliance Program in 2011 and formalized it for our direct suppliers and key indirect suppliers in 2012. All new direct suppliers and new key indirect suppliers since have been screened using our social compliance criteria.
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Customers, pp. 23–25 100% of Warby Parker's products are assessed for health and safety impact improvements.

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WARBY PARKER