

WARBY PARKER

IMPACT
REPORT
2020

EXECUTIVE SUMMARY



Dave Gilboa and Neil Blumenthal

We are incredibly proud of the impact our team has been able to achieve in the 10 years since we started Warby Parker. Our continued hope is to show that a business can do well while doing good—and we couldn't be more appreciative of the compassion and resilience we saw from our employees in this unprecedented year.

2020 was a year of tremendous juxtaposition, and one of the most challenging times in all our lives. In March, we celebrated our 10th birthday in SoHo outside of our flagship store on Greene Street—and only one week later, we made the difficult decision to close all of our 120 stores, transform operations at our in-house optical lab, and shift our corporate workforce to work remotely. Soon after in April, we pivoted a portion of our Buy a Pair, Give a Pair program to support the distribution of PPE (personal protective equipment); then a few weeks later, we launched our *2019 Impact Report* and also published our first-ever Racial Equity Strategy to reinforce our commitment to combat systemic racism. In the fall, we renewed our commitment to civic engagement and proudly joined forces with organizations like Civic Alliance and VOTE411 to promote voter participation and advocate for a stronger democracy.

Our commitment to and actions toward creating change have never been more present than they are today, and we will continue to leverage the expertise and resources at Warby Parker to drive impact and do good.

We track and publicly report our impact on our stakeholders in an annual report following the Global Reporting Initiative (GRI) framework. While completing a GRI-compliant report remains unusual for a private company, we believe these rigorous, universal guidelines help us examine where we are today—and to envision where we want to be in the future so we can continue to create positive impact at an ever-increasing scale.

After an especially challenging year, we are most proud of the resiliency #teamwarby has shown. It's amazing to see what we've been able to accomplish together. From the bottom of our hearts, thank you.

Neil Blumenthal
Co-founder and co-CEO

Dave Gilboa
Co-founder and co-CEO

ABOUT US

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

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

Since the day we launched in 2010, we've pioneered ideas, designed products, and developed technologies that help people see. We offer everything you need for happier eyes at a price that leaves you with money in your pocket, from designer-quality glasses and contacts to eye exams and vision tests, and you can meet us online, at our stores, or even in your home. Wherever and whenever you need it, we're there to make exceptional vision care simple and accessible. (Delightful, too.)

Ultimately, we believe in vision for all, which is why for every pair of glasses or sunglasses we sell, a pair of glasses is distributed to someone in need through our Buy a Pair, Give a Pair program.

As of 2020, over eight million pairs have been distributed—and we're only just getting started.

WARBY PARKER at a glance



2,490

NUMBER OF EMPLOYEES



126

NUMBER OF STORES



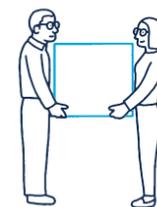
8 Million+

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



16

NEW COLLECTIONS LAUNCHED IN 2020



3,250+

VOLUNTEER HOURS IN 2020

Note: These were our metrics as of December 31, 2020.



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 IMPACT STRATEGY

OVERVIEW

In the spirit of three of our core values, *Do good, Set ambitious goals and measure results, and Learn. Grow. Repeat.*, we track and publicly report our impact on our stakeholders in an annual report following the Global Reporting Initiative (GRI) framework.

This year, for the first time, we decided to incorporate an additional framework into our report. We aligned our key areas of sustainability to the UN's Sustainable Development Goals (SDGs). The Sustainable Development Goals are a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all."¹ The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030. By aligning to the UN's SDGs, we can clearly see how our work is contributing to a global effort for a better future and world.



2020 IMPACT REPORT SUMMARY

In order for our stakeholders to get a comprehensive view of who we are as a brand and what we stand for, we share progress and updates on our material issues alongside overall Warby Parker updates and other important information. Throughout the report, you will also find details on our Racial Equity Strategy and COVID-19 response.

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

	OUR IMPACT	FOCUS AREAS UN'S SUSTAINABLE DEVELOPMENT GOALS (SDGS) [*]
DOING GOOD, TOGETHER	We take care of our employees and communities by advancing access to eyecare, providing fair wages, promoting wellness, and driving inclusion, equity, and diversity	
FROM INSIGHT TO EYESIGHT	We enhance customer experience to help our customers see (and look) better	
VISIBLE IMPACT	We aim to use resources responsibly, reduce waste, and maintain a neutral carbon footprint	
FOCUSING ON OUR PROGRESS	We strive to govern ethically, lead with inclusivity, and live our values	

^{*}The Sustainable Development Goals are a collection of 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all."

DOING GOOD, TOGETHER

Our employees and community members are of the utmost importance to us—and we do everything we can to ensure these stakeholders always feel heard and valued, especially during difficult and uncertain times. Over this past year (which was certainly a challenging one), a significant portion of our employee and community engagement efforts were focused on COVID-19, civic engagement, and our Racial Equity Strategy. These themes touched on almost every part of our business, from strengthening our commitment to inclusion, equity, and diversity to identifying new ways to make a positive impact on communities in need.

EMPLOYEES

WHO WE ARE

A company is a reflection of its own employees; the people we attract, recruit, and hire are ultimately what define us. Warby Parker continues to grow at a rapid pace and, at the same time, evolve our own identity and what we stand for. Yes, we're moving fast, but we're aiming to do so in a sustainable way that ensures long-term success. And that comes down to making sure our company is filled with diverse perspectives and experiences—and within that, people who feel included, engaged, and valued.

This doesn't happen by accident. It requires intention and effort in everything we do. To guarantee we grow the right way, we continue to formalize new processes and policies that align with both our principles and the environment around us—and then we act on it. We're continuously led by our core values *Lead with integrity* and *Do good* and constantly assess if we're living what we believe. (From there, that's when *Take action* comes into play.)

SUPPORTING AND DEVELOPING TEAM WARBY

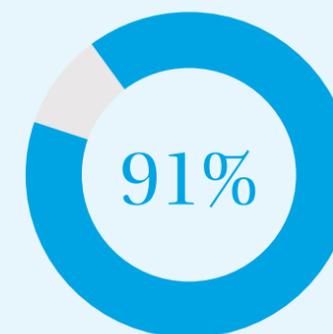
To ensure our employees have the tools they need to feel happy and excited to go to work every day, we provide a variety of wellness, engagement and belonging, volunteering, and learning and development opportunities.

We believe that a culture of continuous feedback is linked to a culture of continuous improvement—and this was never more important than it was in 2020. During a time of constant uncertainty and change, we knew we had to check in more than ever before.

Rather than host our biannual employee engagement survey, we focused on giving employees a platform to share anonymous feedback more frequently via pulse surveys focused on COVID-19, employee well-being, and inclusion and belonging.



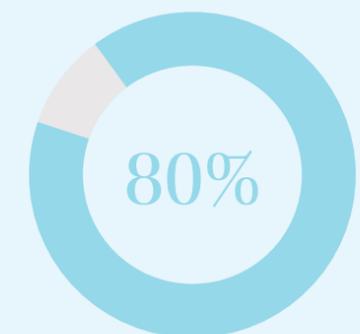
2020 EMPLOYEE PULSE SURVEY RESULTS



of survey respondents agreed that they are proud to work for Warby Parker.*



of respondents think Warby Parker is in a good position to create a more equitable, inclusive, and diverse workplace.*



of respondents expressed that they have confidence in Warby Parker's response to the COVID-19 pandemic*

* Source: Covid-19 pulse survey

COMMUNITY

Our communities are made up of everyone from the folks in our own backyard to the beneficiaries of our international efforts to bring vision care to those who need it most. Since 2010, we've operated our Buy a Pair, Give a Pair program in more than 50 countries, and we've opened over 120 stores in markets where we're committed to making an impact. Big or small, every neighborhood provides an opportunity to enact change and solve problems, rather than contribute to them.

BUY A PAIR, GIVE A PAIR

Glasses enable people to learn, work, and navigate the world with more security and dignity, but 2.5 billion people around the world who need them don't have access; of these, 624 million cannot effectively learn or work due to the severity of their visual impairment.

Through our Buy a Pair, Give a Pair program, over eight million pairs of glasses have been distributed—which means over eight million more people now have the glasses they need to learn, work, and achieve better economic outcomes. It's estimated that the glasses distributed thus far through the program have unlocked more than \$1 billion in earning potential for low-income households.*



Over **8 million** pairs distributed since 2010

IN 2020, GLASSES WERE DISTRIBUTED IN 24 COUNTRIES:



COMMUNITY INITIATIVES IN RESPONSE TO COVID-19

UPDATES TO OUR BUY A PAIR, GIVE A PAIR PROGRAM

We started Warby Parker by reimagining everything that a company and industry can be. To do good—impacting the world in a meaningful way—became a guiding principle and remains one of our core values today. In early 2020, in response to COVID-19, we realized we needed to evolve every aspect of our business, including figuring out new ways to make a positive impact on communities in need.

In some cases we created new initiatives. Shortly after the pandemic's outbreak, we donated personal protective equipment for distribution to the Mayor's Fund to Advance New York City, Johns Hopkins Hospital in Baltimore, NYU Langone Health, and the National Association of Free and Charitable Clinics.

In other cases we adapted existing programs to meet urgent needs. For a decade, we've focused our do-good efforts on helping the world see by making vision services more accessible. Through our Buy a Pair, Give a Pair program, we've worked with a handful of partners worldwide to ensure that for every pair of glasses purchased, a pair is distributed to someone in need. However, in many of the countries where we support vision access programs, COVID-19 posed a grave threat to our partners, health workers, and residents in densely populated, low-income communities. While some of our partners were able to safely maintain glasses distribution in 2020, many others were unable to do so.

While we continued to fund glasses distribution where we could, without compromising the health of our partners or the community, it was important that we also prioritized public health and safety. To that end, we responded to the immediate needs of our longest-standing partner, VisionSpring, to protect healthcare workers and slow COVID-19 transmission in high-risk communities where they work—principally in India, Bangladesh, and sub-Saharan Africa. Starting on April 1, 2020, for a portion of Warby Parker glasses purchased, we worked with VisionSpring to distribute personal protective equipment and prevention supplies to people in need. This temporary pivot continued through the end of 2020, and will continue into 2021 as long as the need remains.

VisionSpring is leveraging their supply chain, community mobilizers, and network of hospitals and clinics to provide frontline health workers with protective goggles, face shields, surgical and respirator masks, medical gowns, and more. With our funding, VisionSpring is also setting up hand-washing stations and distributing hygiene kits for households. Thus far, they have distributed over 2.5 million units of PPE and preventative health supplies in India, Nigeria, Kenya, Bangladesh, Burundi, Uganda and Ghana. In total, more than 56,000 health workers received enough PPE and COVID-19 safety supplies to provide more than 900,000 days of COVID-safe care and reach millions of patients.* In addition, more than 350,000 people received cloth masks and infection prevention information.

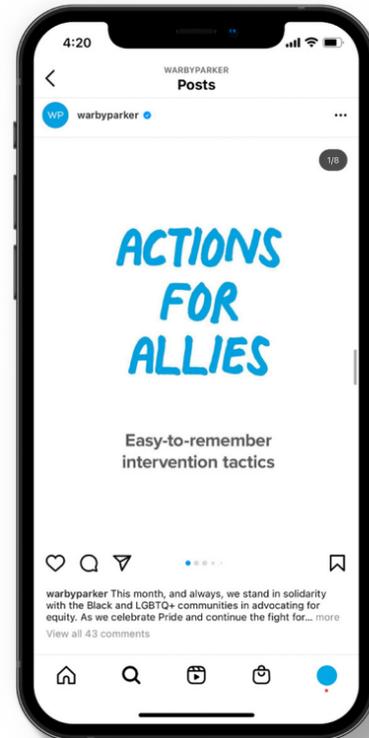
RACIAL EQUITY STRATEGY

At Warby Parker we celebrate and embrace the diverse backgrounds and perspectives of our employees, customers, and partners.

Last year, our country saw a rise in discourse around racial injustice; we witnessed millions of people protesting the systemic racism that has plagued our society for centuries. Discrimination has no place in our world, and as a business and employer, it is our duty to take action to ensure we are making our company and community a more inclusive, equitable, and diverse place. The events surrounding George Floyd's murder served as a catalyst for us to strengthen and expand our commitment to inclusion, equity, and diversity.

In June, we created a cross-functional task force to oversee the creation of our Racial Equity Strategy. This group collaborated with both external and internal experts to create a strategy to fight systemic racism—and then sought direct feedback from our Black team members before launching our strategic framework. It was important for us to create a plan that promotes racial equity within Warby Parker and the community at large. As part of this work, we pledged \$1 million to organizations and programs that focus on combating systemic racism.

Internally, this strategy focuses on cultivating a workplace that offers equitable opportunities and engages in inclusive behaviors for advancement and belonging, specifically for our BIPOC team members and those hoping to join our team. Externally, our Racial Equity Strategy continues to push forward our do good mission to foster inclusion, equity, and diversity within educational opportunities, plus promote economic advancement and civic engagement. In creating this strategy, we strived to be thoughtful about opportunities where we could strengthen and augment existing programs, while also balancing new opportunities for Warby Parker to uniquely add value and drive sustained change.



OUR STRATEGY IS COMPRISED OF 10 GOALS:

- 1 Increase Black and BIPOC representation in leadership at Warby Parker
- 2 Increase engagement and belonging among our BIPOC team members
- 3 Create more growth opportunities for our BIPOC team members
- 4 Build greater fluency around topics related to inclusion, equity, and diversity, across all levels of Warby Parker
- 5 Ensure BIPOC students across the U.S. have the vision care they need to succeed academically
- 6 Increase Black representation in the field of optometry and in the technology sector
- 7 Support Black entrepreneurs
- 8 Support Black and BIPOC creative partners and collaborators
- 9 Provide funding and in-kind support to organizations combating systemic racism
- 10 Increase voting participation for Black and other communities disproportionately challenged by barriers to voting

KEY HIGHLIGHTS OF OUR PROGRESS TO DATE INCLUDE:

- Committed over \$1.4 million to organizations, programs, nonprofits, and initiatives fighting systemic racism
- Launched a five-year scholarship program with the New England College of Optometry to increase Black representation within the field of optometry
- Embedded comprehensive inclusion workshops into our ongoing training programs for new hires, individual contributors, and managers—including supporting employees during racial trauma, creating an inclusive workplace, identity and collaboration, bystander intervention, and creating inclusive customer experiences, inclusive leadership, and inclusive interviewing
- Created an employee match program for Warby Parker team members to support organizations fighting systemic racism
- Launched a professional development coaching program for BIPOC leaders
- Conducted two company-wide pulse surveys to assess our team's confidence in our COVID-19 response and our Racial Equity Strategy—plus to measure the impact of our inclusion, equity, and belonging work thus far and to guide ongoing work

This is an evolution of the work that we've been passionate about since Warby Parker's founding—and a look ahead at work still to come. We will move forward diligently and transparently, focused on impacting and inspiring the world with vision and purpose, and we will continue to build a workplace that supports, recognizes, and celebrates all team members, of any identity or life experience.

RACIAL EQUITY STRATEGY REPRESENTATION TARGETS¹ VS. ACTUAL

EMPLOYEE GROUP	BLACK		BIPOC		FEMALE	
	TARGET 2024	ACTUAL 2020	TARGET 2024	ACTUAL 2020	TARGET 2024	ACTUAL 2020
TOTAL	14%	14%	46%	43%	61%	61%
CORPORATE	14%	9%	45%	26%	66%	66%
OPTICAL LAB	14%	16%	60%	69%	51%	53%
STORES	17%	17%	54%	53%	59%	58%
STORE MANAGEMENT	15%	15%	48%	47%	57%	55%
MANAGEMENT	14%	6%	45%	28%	60%	61%
EXECUTIVE	14%	0%	45%	22%	51%	44%

1. The targets above are based on projected census data. U.S. Census Bureau projects that, in 2025, 13.6% of the population will identify as Black, 44.7% will identify as BIPOC, and 50.6% will identify as Female. Warby Parker will work to achieve those same—or better—targets by the end of 2024.

RACIAL EQUITY STRATEGY FINANCIAL COMMITMENTS

We pledged to spend \$1 million fighting systemic racism as part of our Racial Equity Strategy. Since we announced that pledge in July 2020, we've committed over \$1.4 million, as follows:

Goal	Funding	Recipients
Goals 1-4: Incremental internal Racial Equity Strategy spend across numerous goals to further inclusion, equity, and diversity within Warby Parker	\$110,000	Warby Parker employees
Goal 3: Create more growth opportunities for our BIPOC team members	\$68,000	Warby Parker employees (via leadership development and technology mobility initiatives)
Goal 6: Increase Black representation in the field of optometry and the technology sector	\$640,500	New England College of Optometry (annual commitment of \$88,000 for five years), HBCU IMPACT career fair, CSNYC, Tech:NYC
Goal 7: Support Black entrepreneurs	\$155,600	Black Girl Ventures, Represented Foundation
Goal 9: Provide funding and in-kind support to organizations combating systemic racism	\$306,500	Equal Justice Initiative, NAACP Legal Defense and Educational Fund, Common Ground Foundation, eligible nonprofits via employee donation match program
Goal 10: Increase voting participation for Black and other communities disproportionately challenged by barriers to voting	\$120,000	OIC South Florida, OIC Rocky Mount, Urban League of Greater Atlanta, Philly to the Polls, Voter Participation Center, When We All Vote, Vote411, Business for America, I am a voter, Tech:NYC
Total	\$1,400,600	

ADDITIONAL NOTES:

Goal 5 is to ensure BIPOC students across the U.S. have the vision care they need to succeed academically. We have committed \$10 million to fund Pupils Project expansion over the next five years, which is captured outside of this \$1 million pledge.

Goal 8 is to support Black and BIPOC creative partners and collaborators. Funding for these partnerships is allocated from our existing budgets for creative collaborators and partners.

USING OUR VOICE TO IMPACT CHANGE

Throughout Warby Parker's history we've advocated for policy changes on issues that are important to us, such as LGBTQ+ rights, net neutrality, voting rights, immigration, and more. In 2020, we:



Signed on to an open letter with over 100 other businesses opposing Tennessee's governor signing House Bill 836 into law. This law allows child welfare organizations—such as taxpayer-funded adoption and foster care agencies—to turn away qualified Tennesseans seeking to care for a child in need, including LGBTQ+ couples, interfaith couples, single parents, divorced people, or anyone to whom the agency has a religious objection.



Signed a letter urging Congress to support secure mail-in ballots and safe in-person voting sites for the 2020 election, an initiative spearheaded by Business for America's Vote Safe program.



Joined the ACLU in signing onto an amicus brief that challenged a presidential order seeking to block undocumented permanent U.S. residents from being counted in the U.S. Census.

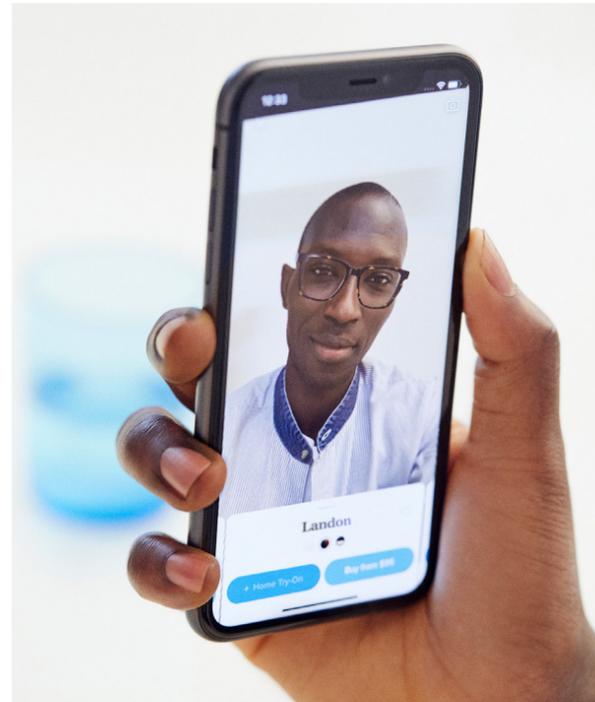


Along with over 650 other companies, signed on to Civic Alliance's 100% In for Democracy statement, advocating for fair, safe, and transparent elections in which every vote counts.

We also spent much of 2020 focused on civic engagement. We have always believed that the business community plays a critical role in ensuring every eligible citizen has the opportunity and resources they need to vote in a safe and fair election. To that end, Warby Parker strives to use its voice, resources, and platform to empower and educate our employees, recruit other business leaders, and take meaningful action to safeguard our democratic process.

2020 CIVIC ENGAGEMENT HIGHLIGHTS

- Actively participating in three civics-focused business alliances: Business for America, Civic Alliance, and Time To Vote
- Providing all active employees with two hours paid time off to vote, either early or on Election Day
- Creating educational resources to share with our employees, customers, partners, and communities, including a voting checklist and an informational video featuring our new friend, Buddy the Blue-Footed Ballot (all written materials were provided in both English and Spanish)
- Encouraging employees to sign up to volunteer as poll workers—104 employees in 62 cities across the country did so!
- Providing civic engagement and voting-related company-wide updates every week between September 1 and Election Day on November 3
- Hosting a live virtual event with Maggie Bush from the League of Women Voters and VOTE411 to answer questions about voting and the civic process
- Posting QR codes in all our stores directing people to VOTE411.org, where they could check their voter registration status and register to vote
- Our co-CEOs partnering with Business for America to pen an op-ed in CNN Business that encouraged all employers to give their employees paid time off to vote
- On opening weekend of our Thayer St. store in Providence, providing customers with Rhode Island voting checklists and pens that they could take with them to use at the polls
- As part of our Racial Equity Strategy (Goal 10) and our civic engagement work, we identified organizations doing impactful work to help break down barriers for Black and other communities disproportionately impacted by voting challenges—and provided each organization with grants between \$10,000–\$20,000.



FROM INSIGHT TO EYESIGHT

At Warby Parker we not only design high-quality eyewear aimed at helping our customers see (and look) better, but we also develop innovative ways—both in store and virtually—to make shopping for our products more safe, easy, and convenient.

Last year, due to retail disruptions caused by COVID-19, we expedited our efforts to make shopping from home more seamless than ever. This meant finding new ways to make customers feel confident that they were finding the right pair of glasses or contacts without ever stepping foot in a store. And when the time was right to reopen, we implemented modified operations and robust safety measures in our stores to ensure customers and employees felt safe.

There was a lot of work behind the scenes, too. Throughout the year, we communicated daily with our international vendors to monitor shifts in infection rates and output capacity—as well as partnered with them to manage order volume—and offered support for the health and safety of their teams.

It was a giant team effort, and we couldn't be more proud of the work we produced together.



ADAPTABILITY DURING COVID-19

Throughout the COVID-19 pandemic, we've been committed to providing our customers with the vision care they need by creating a safe (and enjoyable) shopping environment. We're dedicated to paving the way responsibly, in part through modified operations and robust safety measures. Our new experience incorporates social distancing, contactless shopping features, enhanced sanitation, team and patient health screenings, and more to protect the health and safety of our customers, our team, and our communities. To cut down on traffic, we also limit the amount of people in store.

A visit to our stores in 2020 included:



SOCIAL DISTANCING

- Clear floor markers
- Coordinated customer flow
- Limited store capacity



CONTACTLESS SHOPPING FEATURES

- Touch-free measurements and checkout
- Home deliveries in lieu of store pickups
- Digital prescriptions



ENHANCED SANITIZATION

- Hand sanitizer and disinfectant wipes available
- Thorough frame and surface cleanings between customers
- Face masks required for employees and customers
- Personal protective equipment required for doctors



TEAM AND PATIENT HEALTH SCREENINGS

- Daily team member health screenings
- Patient screenings before exams
- Frequent team member COVID-19 testing



VISIBLE IMPACT

From the beginning, we've set 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).

SUSTAINABILITY

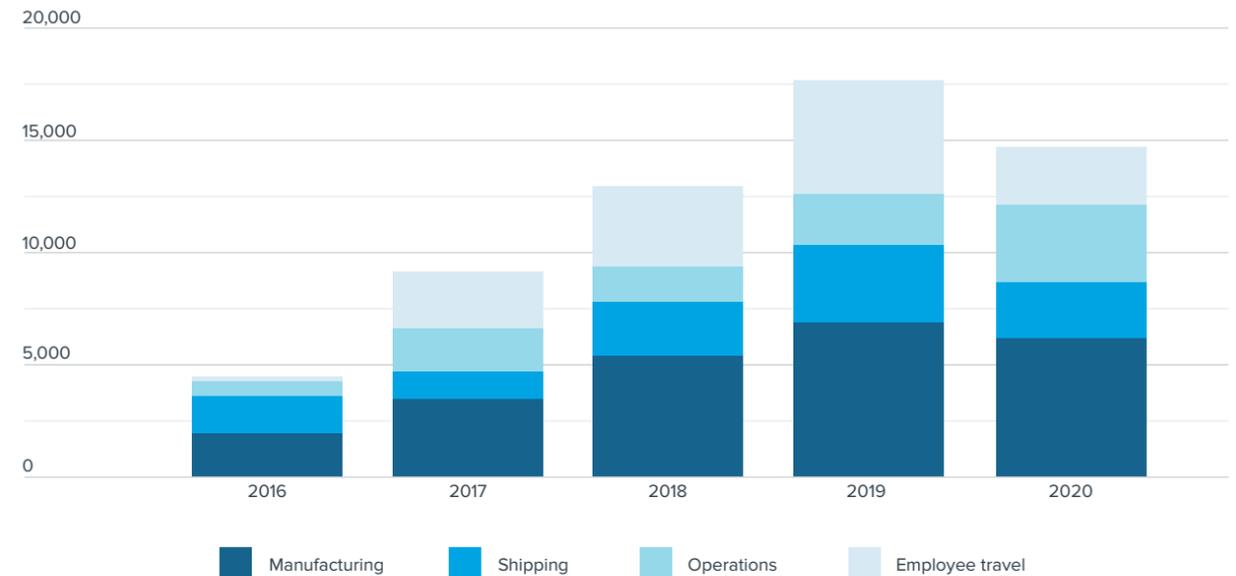
MANAGING OUR CARBON FOOTPRINT

Every year we calculate our total carbon footprint, the estimated sum of greenhouse gas emissions, which are the principal cause of climate change. In 2020, for the first time ever, we included the electricity used to build out new stores in our calculation, and we are working to capture the impact of buildout materials as well. We also updated our employee commute survey in order to more accurately capture employee commuting data—although, overall, the footprint of our employees commuting to work dropped significantly as an impact of COVID-19-related office and store closures.

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; since 2017, we've partnered with Sphera (formerly known as thinkstep) to measure our carbon footprint.



Carbon Footprint
By tonnes of CO₂e



FOCUSING ON OUR PROGRESS

LEADING IN UNCERTAINTY

At Warby Parker we aim to use our voice, our resources, and our leadership to create positive change both inside and outside of the company—whether it's helping guide our employees through a pandemic, creating an internal strategy to fight systemic racism, or dedicating resources to empower and educate our employees and community members around voting participation.

Upon first hearing of COVID-19 in early 2020, we took a series of decisive and immediate actions to ensure our company, our employees, and our communities were put in a position to succeed.

In February, before COVID-19 was classified as a pandemic and was only just beginning to surface in the U.S., we formed an internal task force—composed of representatives from several business units and additional counsel from the People and Legal teams—to take critical action to preserve team health and safety. Throughout the pandemic, we remained in constant communication with a range of leading experts who advised our teams on COVID-19 issues. We also leveraged the expertise of our Board of Directors, who were seeing the impact of COVID-19 across a range of industries. As we made decisions that impacted Warby Parker and our communities, we developed concurrent communications plans so that all stakeholders felt informed.

On March 13, 2020, we transitioned our Customer Experience and Corporate team members to remote work. Then we made the difficult decision to close all 120 of our stores; at the time, we were one of the first national retailers to take this unprecedented step. In addition, we closed our in-house optical lab for 24 hours to implement robust safety and sanitization measures across the facility. We announced this decision both internally and externally, hoping to inspire other businesses toward similar action. We then quickly leaned into our native online approach to selling eyewear—relying on existing programs like Home Try-On, Virtual Try-On, and Prescription Check—which made us better equipped to operate during stay-at-home orders than many other optical retailers. As stores remained closed, and a nationwide shift toward social distancing became increasingly permanent, we launched virtual vision consultations, offering customers living in select states the opportunity to virtually meet with a Warby Parker eye doctor.

In June, as we witnessed a rise in discourse around racial injustice, we created a cross-functional task force to oversee the creation of our Racial Equity Strategy. This group collaborated with both external and internal experts to create a strategy to fight systemic racism—and then sought direct feedback from our Black team members before launching our strategic framework. Additionally, we introduced a series of initiatives to help our employees feel supported during this challenging time, like racial trauma workshops, reflection spaces, and listening tours—plus hosted a series of events that focused on educating our employees around mental health and its stigma in the BIPOC community.

As we approached the 2020 election, we dedicated resources to empower and educate our employees and community members around voting participation, recruited business leaders to take action to improve our country's civic health, and used our voice and brand platform to effect change and drive meaningful impact—including co-authoring an op-ed published in CNN Business encouraging other companies to take action to safeguard the democratic process.

Throughout the year, we were challenged in unprecedented ways that pushed us to do things differently. As we developed best practices that proved effective, we shared those learnings with key partners and other business leaders.

Within Warby Parker we transitioned our all-hands weekly meeting to a twice-a-week virtual address. (Addresses included topics like company updates and protocol, CDC/federal/state/local guidelines, and role-specific updates.) Externally, we used our social media platform to communicate major decisions and announcements, like furloughing team members and publishing our Racial Equity Strategy.

Leading in uncertainty tested us from top to bottom, but we believe we came out stronger (and more prepared) than ever before.



WARBY PARKER

[ACCESS OUR FULL 2020 IMPACT REPORT HERE](#)