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Our Outlook



A MESSAGE FROM OUR CO-CEOS

When we launched Warby Parker in 2010 as graduate students, we were filled with enthusiasm that we could build a new kind of business—one that could scale quickly while doing good in the world. Our hope was to set an example for other entrepreneurs and executives and inspire them to use their businesses to create a similarly positive impact. That excitement we experienced as students over a decade ago was felt more acutely than ever this past year as we marked our largest milestone yet: becoming the first public benefit corporation to go public via a direct listing.

As a public company, we remain committed to the core values that have guided our team since the very beginning: integrity, creating positive change, and finding fun in what we do. We believe our impact will only grow with this new status, and that it will create new opportunities for our stakeholders to have their own impact, too. We will continue to track and report our impact on our stakeholders in an annual impact report following the Global Reporting Initiative (GRI) framework.

While 2021 brought more uncertainty at times, we continued to prove that we are able to do good and do better together. We launched the Warby Parker Impact Foundation, which is dedicated to furthering our mission to provide vision to all, resumed large-scale glasses distribution with our Buy a Pair, Give a Pair partners, and expanded Pupils Project to three new regions. For this and so much more, we are enormously grateful to Team Warby for making 2021 our best, most impactful year yet.



Neil Blumenthal
Co-founder and co-CEO



Dave Gilboa
Co-founder and co-CEO



ABOUT US

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

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

Since the day we launched in 2010, we've pioneered ideas, designed products, and developed technologies that help people see. We offer everything you need for happier eyes 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. Over 10 million pairs have been distributed so far—and we're only just getting started.



WARBY PARKER AT A GLANCE



3,074

Number of employees



161

Number of stores



10 MILLION+

Glasses distributed through our Buy a Pair, Give a Pair program



21

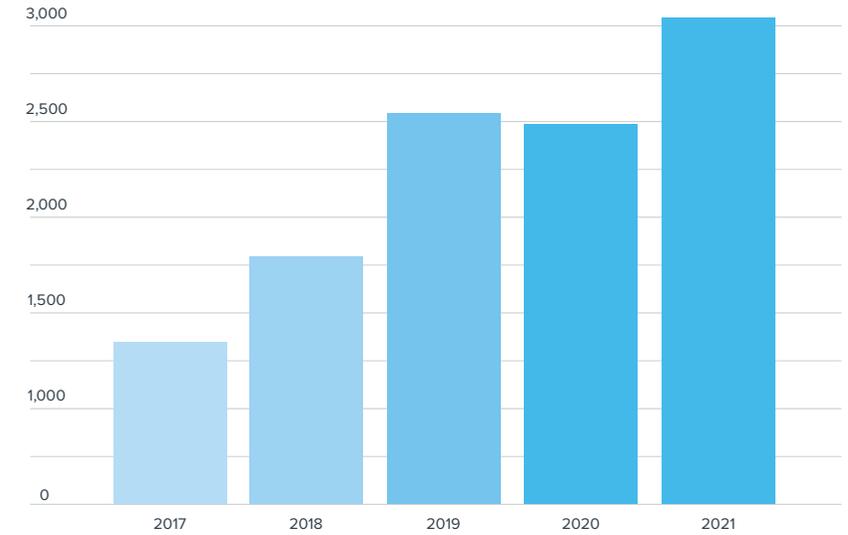
New collections launched in 2021



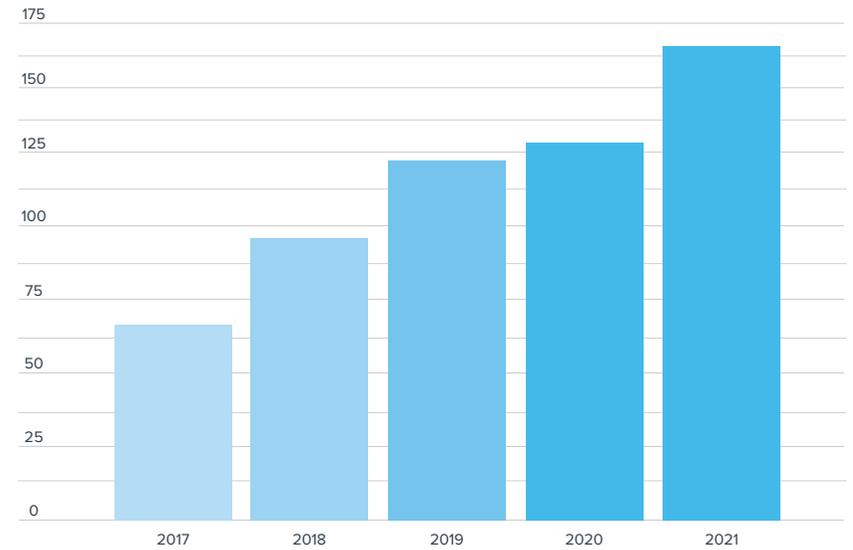
3,940+

Volunteer hours in 2021

Total Warby Parker headcount (including Canadian employees)



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



CORE VALUES

Inject fun and quirkiness into everything we do

Take our work and our impact seriously (but not ourselves)

Help others have fun

Treat others as they want to be treated

Design with empathy

Have a positive attitude

Pursue new and creative ideas

Embrace change and uncertainty

Continually challenge ourselves

Do good

Impact the world in a meaningful way

Value our customers, our peers, the community, and the environment

Practice gratitude

Take action

Set ambitious goals and measure results

Take the first step

Presume positive intent

Trust but verify

Lead with integrity

Be honest

Give and take direct feedback

Learn. Grow. Repeat.





OUR FOCUS

1

To be one of the most impactful brands in the world

2

To inspire the next generation of entrepreneurs and consumers

3

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

4

To consider our stakeholders in everything we do

5

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

OUR STAKEHOLDERS

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



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, drive scale and innovation, achieve personal growth, and engage with the community.



SHAREHOLDERS

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



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 carbon neutral across our operations and actively work to reduce our environmental impact.



PARTNERS

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

2021 at a Glance

2021 was a banner year in making progress toward providing vision for all. A high point was becoming a public benefit corporation, which underscores our commitment to our purpose and our stakeholders. We believe our listing on the New York Stock Exchange (look for WRBY!) will give us even more opportunity to achieve our goals. We marked this milestone with the launch of the Warby Parker Impact Foundation, a nonprofit organization devoted to helping people see—enabling them to thrive in the classroom, workforce, and beyond.

Having pivoted our operations to support the distribution of personal protective equipment (PPE) in 2020, we were able to distribute over two million units of PPE in 2021 while also safely resuming large-scale glasses distribution through our Buy a Pair, Give a Pair program, in which one pair of glasses is distributed for every one that's sold. After working with our partners to ensure robust COVID-19 safety protocols were in place, and once children returned to school buildings, our Pupils Project services started back up in New York City, Baltimore, and Philadelphia. As a result of the program's success, we have expanded our operations in Pennsylvania and are thrilled to introduce the program to California and Washington, D.C., for the first time.

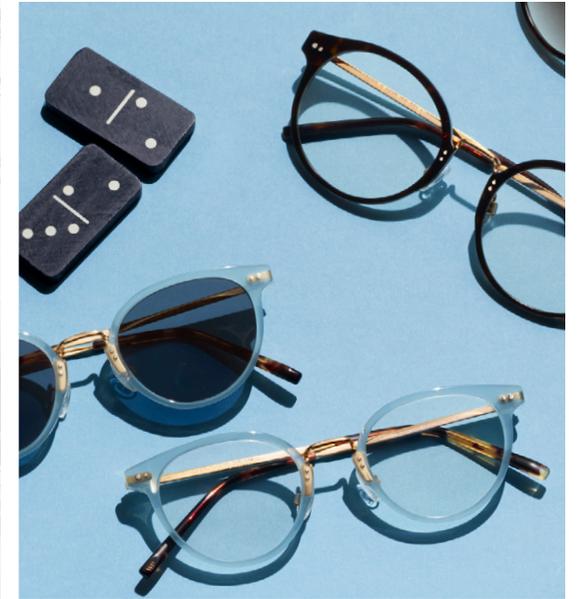


Photo courtesy of VisionSpring



Introducing WRBY

We are proud to have built one of the fastest growing brands at scale in the United States. We aim to design high-quality products, deliver amazing customer experiences, and develop innovative technologies that help people see.

We're equally as proud of the impact we've achieved to date, made possible by our passionate team, dedicated partners, and millions of happy customers. Since our founding in 2010, we've worked alongside our nonprofit partners to distribute over 10 million pairs of glasses to people in need through our Buy a Pair, Give a Pair program.

And as our business scales, our impact does along with it. On September 29, 2021, we became the first public benefit corporation to go public through a direct listing, and we hope to continue to serve as an example to other businesses and entrepreneurs that you can do well while doing good.

BECOMING A PUBLIC BENEFIT CORPORATION AND B CORP

While going public was a benchmark moment for Warby Parker, we also marked two additional milestones in 2021. Mid-year, the company became a public benefit corporation. This legally binding status holds Warby Parker to an even higher standard of transparency and accountability—and allows leadership and our board of directors to make decisions taking into account the interests of all of our stakeholders, including our community. We see this as an additional way of furthering our goals and mission while driving long-term sustainability and profitability.

Another change came in July 2021, when we recertified as a B Corporation (B Corp), which indicates a company's commitment to evaluating how the business impacts its team, customers, the environment, and the greater community. We believe this status compliments us being a public benefit corporation and further serves as a testament to the high standards we hold ourselves. It's one more step in our ongoing quest to do good.

Continued Response to COVID-19

In 2021, we continued to adapt to the impact of COVID-19 along with the rest of the world. Our goals were to continue to serve customers and partners, with safety as our top priority. This trying time strengthened our desire to do everything possible to create a positive impact in a changed world.

Our team continued to develop innovative technology that makes it easier than ever to shop glasses and renew your prescription from home. In July 2021, we launched our Virtual Vision Test—an update to our Prescription Check app—that allows eligible users to renew a glasses and contact lens prescription from anywhere, at any time, using just an iPhone. We also launched our Digital PD Tool, a feature within the Warby Parker app, that allows a user to measure their Pupillary Distance (PD)—a critical measurement for fulfilling a prescription.

We also continued to distribute personal protective equipment to communities and healthcare workers in high-risk areas, while resuming large-scale glasses distribution with our Buy a Pair, Give a Pair partners. In 2021, we distributed more than 2 million units of PPE and COVID-19 safety supplies to 100 organizations in 8 countries through our partner VisionSpring. In the United States, we worked to adapt our Pupils Project program in order to be able to resume operations in the safest manner possible. We operated in Baltimore and Philadelphia in a limited capacity in the first half of 2021, while working to not only resume programming in New York City during the fall semester but also expand the work to California, western and central Pennsylvania, and Washington D.C.

As it was throughout 2020, team safety remained a top priority in 2021. Across our Retail and Lab teams who continued to work in person, we leveraged regular testing, ventilation, and mask wearing (among other tools) to help prevent the spread of COVID-19.

While we look forward to the day that our team can be together in our New York and Nashville offices, we made the decision to delay the opening of our offices until 2022, while offering employees who were interested in the option to work from the office prior to that date. To do our part in ending the pandemic and to ensure the safety of our team members, we continue to strongly encourage COVID-19 vaccinations across our entire workforce. All team members are eligible for paid time off to get their vaccinations, including booster shots.



Photo courtesy of VisionSpring

Warby Parker Impact Foundation



Photo courtesy of VisionSpring

Since 2010, Warby Parker has worked with community partners, nonprofits, government agencies, and academic leaders to provide free vision screenings, eye exams, and glasses to adults and children through its Buy a Pair, Give a Pair program. To date, the program has distributed over 10 million pairs of glasses, within the U.S. and around the world.

Warby Parker created the Warby Parker Impact Foundation in 2019 to accelerate this work and publicly launched the foundation in celebration of our direct listing in the fall of 2021. The foundation's mission is to advocate for wider access to vision services, educate communities on the importance of eye health, and provide people with the eye care they need to lead safe, happy, and productive lives. In 2021, Warby Parker was incredibly proud to authorize up to 1% of the company's outstanding shares for future grants to the foundation or other like-minded charitable organizations.

The Warby Parker Impact Foundation is a 501(c)(3) public charity dedicated to helping people overcome the barriers that prevent them from receiving quality vision care and will carry out its mission through:

PARTNERSHIPS

The Warby Parker Impact Foundation partners with nonprofits, government agencies, and funders to provide sustainable vision services to people in need.

ADVOCACY

The foundation will advocate for legislative changes at the local, state, national, and global level to help ensure that more individuals have access to consistent and high-quality vision services.

GRANTS

The foundation is not accepting requests for funding at this time. Later in 2022, we'll share information about our upcoming grant cycle with eligible nonprofits.

Warby Parker provides the foundation with technology, services, and other resources at no charge to carry out the foundation's charitable work. Warby Parker's Buy a Pair, Give a Pair program is still operated by Warby Parker. The Warby Parker Impact Foundation, in keeping with its mission, will build upon the efforts of that program and work toward vision for all.

You can learn more about the foundation at warbyparkerfoundation.org

Maximizing Our Impact Through Strategy

OVERVIEW OF IMPACT STRATEGY

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

In 2020, we also released a SASB Standards summary for the first time. The SASB Standards, developed by the Sustainable Accounting Standards Board (SASB, or as of the 2021 merger with the International Integrated Reporting Council, known as the Value Reporting Foundation), enable businesses around the world to identify, manage and communicate industry-specific sustainability information to their investors.

In 2021, we became a public benefit corporation (PBC) and recertified as a B Corp. Under our charter, we are committed to promoting vision and eye health while positively impacting the communities in which we operate. Being a PBC comes with additional reporting requirements, against which we will share updates on a regular cadence.



WHAT IS GRI?

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

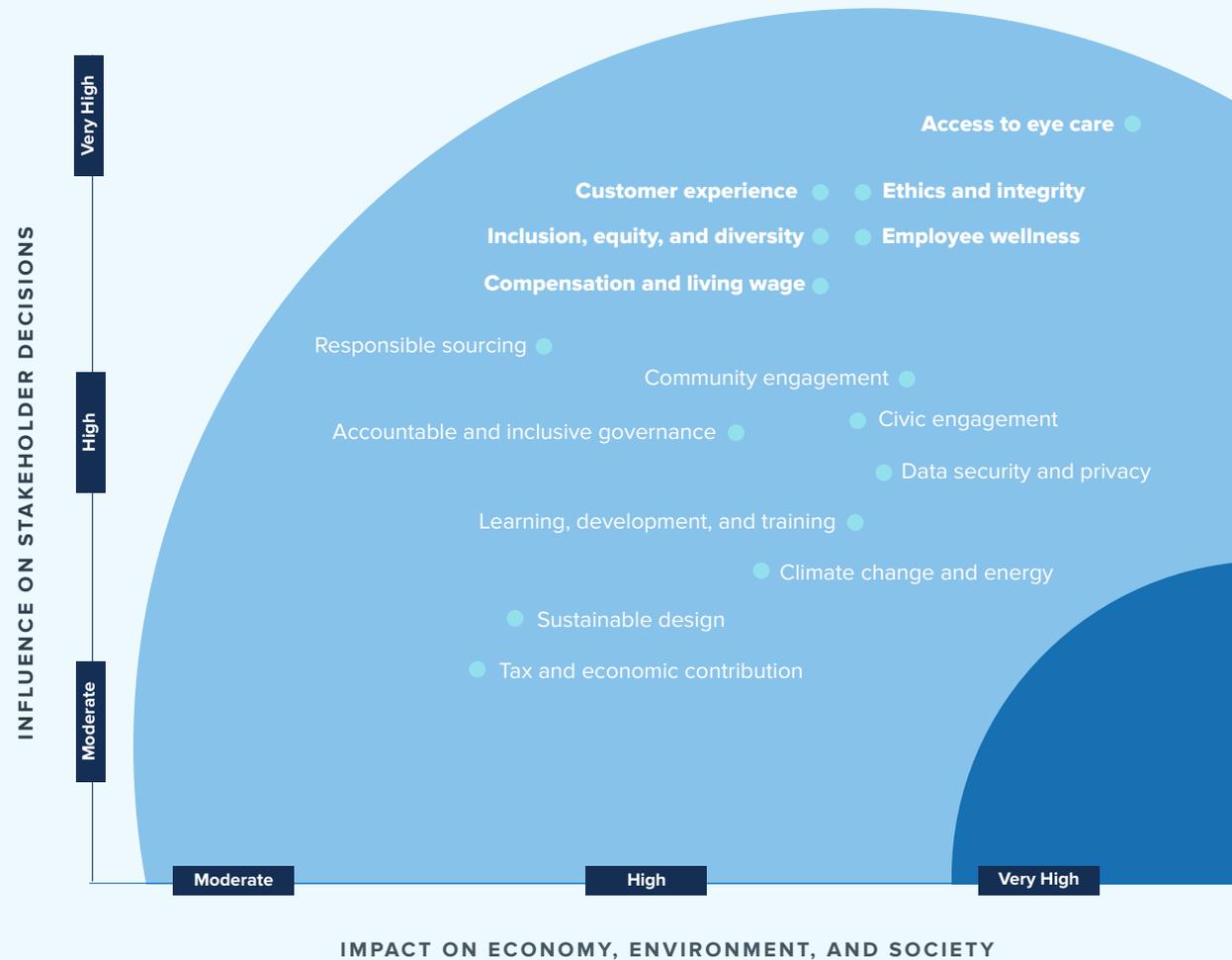
WHAT TOPICS DOES GRI WANT ORGANIZATIONS TO REPORT?

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

In 2018, we conducted our first analysis to help us identify our most important environmental, social, and governance (ESG) topics. We interviewed members of the leadership team at Warby Parker and evaluated their responses. We also consulted GRI materials and then relevant laws and regulations, as well as impact 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 topic a level of importance: moderate, high, or very high.

Knowing that our most important topics will change over time, in 2020 we conducted a refresh to identify an updated list of our GRI topics. Working with a third-party consulting firm, we researched the then current external sustainability landscape and reviewed internal documents to identify a universe of potential issues to consider. Next, we surveyed our employees, the board of directors, and our shareholders in order to garner which issues were most important to these stakeholders. We then held a workshop with leaders from across Warby Parker and used their input along with the survey responses to finalize an updated list of priority issues and their rankings in terms of influence on stakeholders and impact on the economy, environment, and society.

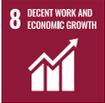
All topics are meaningful to us, but for this report, we share specific information on the six topics deemed highest in importance from our most recent assessment. This is in alignment with reporting "with reference to" the 2021 GRI Universal Standards.



A HOLISTIC OVERVIEW

In order for our stakeholders to get a comprehensive view of who we are as a brand and what we stand for, we use this report to share progress and updates on our GRI topics alongside overall Warby Parker updates and other important information. 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)*
LIVING WELL AND GIVING BACK	We take care of our employees and communities by advancing access to eye care, providing fair wages, promoting wellness, and driving inclusion, equity, and diversity	    
EYEING THE CUSTOMER EXPERIENCE	We enhance customer experience to help our customers see (and look) better	 
A SUSTAINABLE VISION	We aim to use resources responsibly, reduce waste, and maintain a neutral carbon footprint across our operations	 
ADVANCING OUR MISSION	We strive to govern ethically, lead with inclusivity, and live our values	

*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."



GOALS

Goals are critical. But at Warby Parker, we make sure ours are concrete—measurable, time-bound goals and based on strategy informed by our topic selection process described above. Making our goals quantifiable ensures that we are always able to assess where we are as a company—and best position ourselves on where we want to go.

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

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

Living Well and Giving Back



In another year of uncertainty, we put our focus toward expanding our brand, our holistic vision care offering, our employees' well-being, and our impact.  We believe that our status as a public benefit corporation allows us to enhance both sustainability  and profitability in the long term, enforces our commitment to delivering worldwide vision,  and gives us an advantage in hiring  top talent. We also received B Corp Certification, a designation that a business is meeting high standards of verified performance, accountability,  and transparency on factors from employee benefits and charitable giving  to supply chain practices and input materials.

Employees

WHAT WE STAND FOR

We believe that Warby Parker is defined by its employees. We're growing in a way that prioritizes not only speed but also sustainability, ethics, and identity. The best way to stay true to who we are is to develop a team that's diverse, well-rounded, and thoughtful—and to make sure all members feel respected, valued, and challenged.

This is not a passive task. Developing the company in a way that's intentional and mission-driven requires us to create new processes and policies that have our principles at the heart. We remind ourselves of the core values *Lead with integrity*, *Treat others as they want to be treated*, and *Do good*—staying true to those words is at the core of what we do.

GIVING TEAM WARBY TOOLS

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



Artwork by Alexandra Bowman at Warby Parker Mall in Columbia, MD

Warby Wellness

In 2021, we continued to expand many of our current Warby Wellness initiatives while launching new programs focused on supporting our team's well-being during these uniquely challenging times.

Wellness takes many forms, and we believe that our Warby Wellness program empowers our teammates with options and support to help them stay energized and happy. To ensure we're offering compelling perks and benefits, we regularly benchmark ourselves against best-in-class retail and tech companies.

Some of the perks and benefits offered to part-time and full-time employees include annual eye exams, annual flu shots, paid time off (including to volunteer, vote, and get COVID-19 vaccines), an employee-assistance program for mental & behavioral health, no-cost access to online therapy, a 401(k) retirement plan with a company match, holiday pay, free glasses and contact lenses, additional product discounts, referral bonuses, and team outings. Full-time employees are also eligible for healthcare, life insurance, bereavement leave, disability coverage, paid parental leave, paid holidays, and a wellness stipend to support physical and mental well-being.

We also focused on a few initiatives in 2021, including:

TELETHERAPY BENEFIT

We brought teletherapy to nearly 3,000 employees and their loved ones with the launch of an external platform that provides direct access to licensed therapists.

WELLNESS STIPEND

On a monthly basis, all full-time employees can reimburse a series of wellness expenses. In 2021, we broadened the definition of wellness to allow employees to use the benefit in new ways that fit their lifestyle, including fitness classes, acupuncture appointments, out-of-pocket therapy costs, and more.

BIPOC MENTAL HEALTH AWARENESS MONTH

We developed a comprehensive mental health resource guide and hosted a series of events that focused on educating our employees around mental health and its stigma in the Black, Indigenous, and People of Color (BIPOC) community. Workshops included a meditation session hosted by Meditating for Black Lives and a program with Soulful Wellness founder, Tiana Brawley, that supported allyship for BIPOC mental health and a healing space that offered support and resources for BIPOC team members.

WARBY WELLNESS WEDNESDAYS

On a weekly basis, we offer Warby Wellness Wednesdays. Sessions focus around promoting physical, mental, emotional, and financial wellness. In 2021, we offered group fitness classes, financial workshop sessions, and mindfulness workshops, such as Reiki and meditation.

LISTENING TOUR

We continued offering the reflection spaces and listening tours that began in 2020, which provide an opportunity for conversation between executive leadership and team members. Our ultimate goal is for all employees to have the support and tools they need to be successful and bring their authentic selves to work. In 2021, we heard from the voices of our Asian-American Pacific Islander (AAPI) community and worked to offer support during the uptick in hate crimes. We also worked with Warby Parker employees who are parents and caregivers to learn more about how we could best support them as we prepared our return-to-office policies.



We brought teletherapy to nearly **3,000 employees** and their loved ones with the launch of our teletherapy benefit.

Employee Engagement and Belonging



Employee Engagement has always been a top priority at Warby Parker. We pride ourselves on being intentional in the design and development of an inclusive culture so that employees and prospective hires view Warby Parker as a great place to work. Since 2019, we have been the recipient of the highest score (100%) on the Human Rights Campaign (HRC)'s Corporate Equality Index, which is the national benchmarking tool on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees. We continue to focus on upholding our values so that all employees feel as though they belong. In 2021, we launched new Employee Engagement and Belonging initiatives that brought fun and team building to the workplace and built greater fluency around topics related to inclusion, equity, and diversity. We have also continued to partner with BIPOC entrepreneurs and artists to share their stories and talent with our team and the community.

ONGOING CULTURAL CELEBRATIONS

Throughout the year, in collaboration with our Employee Resource Groups, we host various speaker series, reflection spaces, book clubs, and more to elevate diverse voices and build social connection across Team Warby. In 2021, we celebrated Asian American and Pacific Islander Heritage Month, Hispanic Heritage Month, Black History Month, Women's History Month, BIPOC Mental Health Awareness Month, Pride Month, and Native American History Month.

REWARDS AND RECOGNITION

In line with our core value *Do good*, we encourage employees to thank their teammates in a big way—whether it be for going above and beyond (see: company-wide virtual high fives); for living out a core value (see: our coveted Blue-Footed Booby award); or for taking another trip around the sun with Warby Parker (see: our experience and gift-based anniversary program). Nothing gets us out of bed in the morning quite like getting to express gratitude for a one-of-a-kind team.

VIRTUAL TALENT SHOW

Last summer, employees got a chance to connect and show off their skills at a virtual talent show. Team members were able to see a new side of their coworkers, from their ability to paint to perform a monologue.

VIRTUAL HALLOWEENIES

At Warby Parker, Halloween is a time when we revel in our shared love of silliness and spookiness while living out our core value of *Inject fun and quirkiness into everything we do*. In 2021, we had 120 employees submit a costume for our annual Halloweenies costume contest, and over 300 employees attended our virtual Halloweenies award show, hosted by our co-CEOs.

Employee Resource Groups

Employee resource groups (ERGs) are designed to connect colleagues across all of Team Warby, no matter their home base. Our ERGs focus on programming to provide employees with the opportunity to connect around common interests, issues, affiliations, or backgrounds, regardless of titles, years of experience, or area of business. A point of pride is that many employees join the ERGs in hopes of becoming better allies to fellow team members, customers, and friends once the workday ends. It is this commitment to growth that allows our ERGs to thrive, even while navigating a virtual space. ERGs are led by talented employees on a volunteer basis who perform this role in addition to their traditional job functions, and each ERG is sponsored by a senior leader.



HERITAGE

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

Last year Heritage hosted several events to promote community and education. They collaborated with the People team to celebrate Black History Month, Asian American and Pacific Islander Heritage Month, and Hispanic Heritage Month—plus introduced events to raise awareness for prevalent topics in the community, such as BIPOC Mental Health Week. Celebrations included The Warby Parker Narrative Series, which featured a panel of Warby team members, fireside chats with external speakers, world-class jazz musician events, and meditations.



INCLUSION IN TECH AND PRODUCT

Understanding the experience of historically underrepresented people working in tech and improving their ability to thrive and make an impact

In 2021, Inclusion in Tech and Product provided opportunities for members to build community and help make the tech world more inclusive. Throughout the year they held watch parties and discussions to raise awareness on the lack of representation and accessibility within technology, provided insight into the expansion of diversity on the tech team, and put together a panel that highlighted transitions into a technology career path. They also collaborated with Heritage to pilot a peer networking program to promote connection across the organization.



PRISM

Providing a community to support Warby Parker's LGBTQ+ employees through the pillars of education and advocacy, community building, and connecting beyond our walls (or screens!)

PRISM hosted events throughout the year to raise awareness to the LGBTQ+ community. Members of the group collaborated with the TENT Partnership to mentor refugees living in the NYC area. During Pride Month, they put on a Narrative Speaker Series featuring members of PRISM, held Drag King fundraiser events, and featured Rob Smith from the Phluid Project in a fireside chat.



WARBY PARENTS

Supporting parents who work at Warby Parker by providing a space where they can share their aspirations, experiences, and wisdom

In 2021, Warby Parents focused on building community among the parents and children at Warby Parker. In July they hosted the second annual Camp Warby, a virtual Bring Your Kids to Work Day where members and their kiddos engaged in events throughout the week hosted by all of the Warby Parker employee resource groups. They also hosted the founder of The Parenting 411, Carol Muleta, for a fireside chat on tangible skills for staying connected to your kids in the chaos.



WARBY WOMEN

Supporting the empowerment and growth of women by fostering an open dialogue, sharing experiences, and inspiring action for the benefit of women and the future of Warby Parker

Warby Women has focused on community building, education that promotes inclusivity for all who identify as women, and raising awareness on health and wellness. Warby Women offered a packed 2021 schedule, including podcast listening parties, group discussions, and guest speaker events. During Women's History Month, they hosted senior health coach Erica Zellner and gynecologist/oncologist Dr. Jennifer Ducie.



We also launched a peer networking program to provide more connection for members across the ERGs. The ERG Peer Networking Program connects individuals from diverse backgrounds. Over the course of a quarter, members engage in 1:1 conversations aimed at building a relationship with a peer by sharing skills and engaging in personal and professional development activities, including enrolling in courses together.

NEW ERGS

We expanded our ERG programming in 2021 by launching two new groups at Team Warby. Through our listening tours, feedback surveys, and focus groups, we identified that many employees wanted a group dedicated to Black voices and experiences and a group dedicated to mental health awareness. Both groups launched in July and kicked off their work through Q3 and Q4 of 2021.



MENTAL HEALTH MATTERS

Providing all employees with the opportunity to improve their mental health in a variety of ways, with a specific focus on reducing the stigma of mental health and providing a safe haven of support

Mental Health Matters (MHM) grew quickly through tackling a topic that is highly important to many Team Warby members. By providing tips to manage daily stressors such as self-care and time management, the group built a foundational and safe space for employees to learn more about fostering mental health



ROOTS

Striving to uplift and empower Warby Parker's Black community by identifying barriers against professional and personal growth and providing educational resources that promote inclusion and equity

ROOTS hosted events to raise awareness of the Black community and beyond. Members of the group participated in a book club designed to dig into tough conversations regarding timely topics and provide support and allyship to one another. Additionally, ROOTS introduced programming in celebration of Juneteenth and hosted events such as Cultural Jeopardy! to provide engagement.

Learning and Development Initiatives

Why do we include *Learn. Grow. Repeat.* among our core values? Because we know that as individuals, teams, and a company, continuous learning and development will fuel our ability to innovate and create. As a business, we strive to offer our employees best-in-class learning and professional development programs and opportunities. We design and implement every development program with the intention of offering equitable opportunities for our employees to grow at each stage of their career.

Learning and development initiatives begin as soon as employees join the company. All new hires receive at least one week of comprehensive onboarding to lay the foundation for continuous learning (many employees receive more!). Our onboarding programs focus on more than setting job expectations; they introduce new hires to our history and culture—and connect them with other new team members across the business to build a sense of community and belonging right away.

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

ONGOING TRAINING AND LEARNING

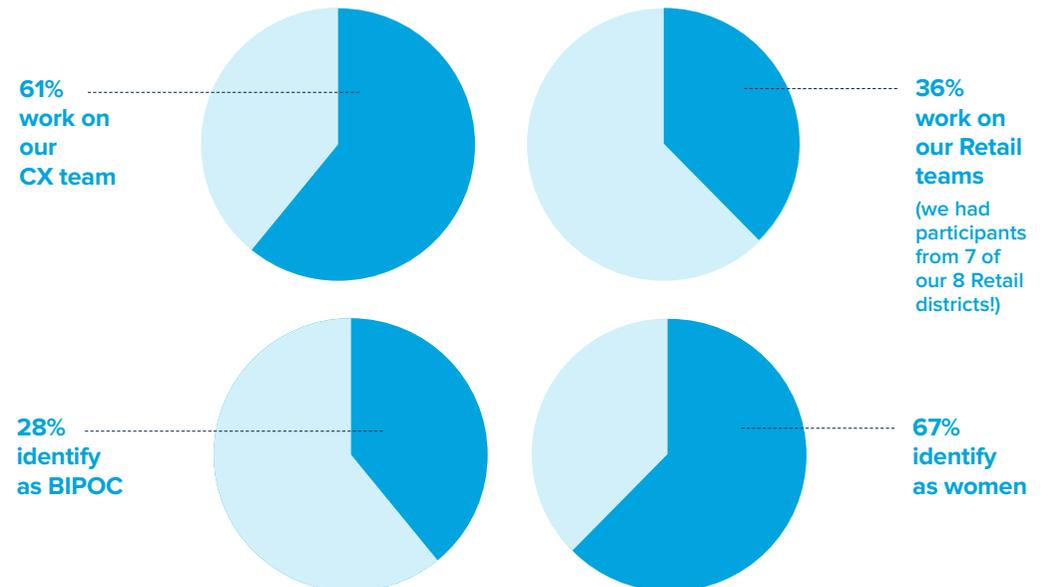
We offer several different channels for our employees to continue honing both their technical and behavioral competencies. All Corporate and Customer Experience (CX) employees can sign up to attend our monthly Warby Parker Academy workshops, which range from an Introduction to Data Visualization Tools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



EXTENDED EXPERIENCE PROGRAM

This program provides our full-time Retail, Customer Experience, and Lab employees with an invaluable development opportunity to work on a wide range of projects across the company, build skills outside of current job responsibilities, and provide added support for key company initiatives. Participants in the Extended Experience program develop department and industry-related skills and behavioral competencies that can be applied to current or future job responsibilities, gain exposure to the business, and build relationships and collaborate with cross-functional partners. Those leading an Extended Experience develop mentorship and management skills, execute on new initiatives, and build cross-functional relationships. We implement a rigorous, objective selection process for the program as part of our goal to yield a more diverse participant population.

In 2021, 33 employees represented a diverse cross section of our team:



WARBY PARKER MANAGER ACADEMY

Launched in 2020, our internally developed and facilitated manager development program, Warby Parker Manager Academy, equips all Warby Parker people managers with the fundamental leadership skills to build, develop, and retain diverse, inclusive, high-performing teams. The program introduces and explores concepts related to identity, diversity, equity, and inclusion as the backbone of equitable management, and focuses on specific behaviors and actions leaders can take every day to drive engagement, belonging, resilience, and performance. In 2021 we introduced partner practicums as part of the program to increase managers' confidence and skill level using management strategies. All people managers complete this program within six months of taking on people management responsibilities—and in 2021, 100% of existing people managers participated in the program.



We also found that people managers who have completed the program received more favorable scores across all key factors in our Upward Feedback Survey in comparison to managers who have not yet completed the program on the magnitude of 3% to 8%.

These factors include:

- Communication
- Culture
- Development
- Feedback
- Leadership
- Team Management



MANAGER 1

“It was very interesting hearing about the cohort’s experiences and how different people tackle challenges on their team. Going through real-life scenarios that we were navigating was beneficial in how to critically think about how we might change our approach, and allowed us to apply what we were learning in real-time.”

MANAGER 2

“The Leading Inclusively class really made me aware of my blind spots when it comes to employees with disabilities. The information I learned in that session of Warby Parker Manager Academy was SO valuable to me. As a person of color, I felt like there was not going to be anything for me to learn in that class, yet I walked away learning so much.”

RETAIL LEADERSHIP & OPTOMETRIST (OD) SUMMITS

In October 2021, we hosted our annual Store Leader Summit and OD Summit (virtually!). We welcomed 275+ store leaders, optometrists, and internal and external speakers, to come together and share company updates around our holiday and retail operations, financial outlook, and 2021 retail and e-commerce strategy. In our efforts to continue conversations about how to create a more inclusive eye care experience, we welcomed Dr. Jacobi Cleaver, Director of Program Development at Black Eyecare Perspective, to discuss how to make a more diverse and inclusive environment in the eye care industry.



BIPOC Leadership Development Program

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

WARBY PARKER COACHING PROGRAM

We have continued to scale a professional development coaching program to provide one-on-one coaching to our BIPOC team members. Structural inequities and similarity bias can lead to fewer informal coaching and mentoring opportunities for BIPOC team members, in turn limiting understanding of how to grow in an organization and perpetuating underrepresentation in leadership ranks. The Warby Parker Coaching Program aims to address these inequities and to further invest in the growth of our entire team.

Stats on the program

72 team members participated in the program in 2020 and 2021

90 The net promoter score (NPS) for this program

Qualitative Feedback

“This opportunity shows that my company is committed to providing opportunities for its employees and understands that more is needed specifically to ensure that [minority employees] are afforded equity within the organization. My time with my coach has allowed me to realize that I truly own and am the architect of how I am perceived as a leader and a team member.”

“I am able to have more of a voice in my career and advocate for myself. I am also able to realize that I deserve everything I have, and I am right where I am supposed to be.”

LEADERSHIP EXPLORATION AND PROGRESSION (LEAP)

This year long cohort-based learning experience focuses on identifying personal strengths and opportunities, setting a professional development plan, and taking action toward that plan with the support of an executive coach, a cohort of peers, and a Warby Parker senior advocate. The curriculum centers everyone's individual experiences, strengths, and challenges in service of developing personal goals, learning leadership skills, and building a community. We kicked off two pilot cohorts in Q3 2021 with a total of 28 team members from across the organization.

INCLUSIVE WORKPLACE TRAINING PROGRAMS

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

CONTINUOUS FEEDBACK

We believe that a culture of continuous feedback is linked to a culture of continuous improvement. We saw this firsthand as our team continued to successfully navigate changing work environments and challenges amid the COVID-19 pandemic. Feedback is core to who we are and is woven into our core values (*Lead with integrity: give and take direct feedback*). As a team, we see feedback as a fundamental tool to help our employees, leaders, and company *Learn. Grow. Repeat.* at exceptional rates and in exceptional times.

To enable this, we have multiple feedback systems in place that allow our employees to give, receive, and ask for feedback about their performance and experience at Warby Parker. According to our 2021 Upward Feedback Survey, 96% of survey respondents said their manager encourages and participates in open and honest dialogue and 95% said their manager evaluates their job performance fairly. Our tools include quarterly performance reviews, ongoing one-on-ones, and employee-driven manager evaluations, as well as company-wide feedback and listening tools.

Our aim is that employees have clarity in their role and understand how success on-the-job is measured, along with how they can positively impact the business and our stakeholders. This is especially relevant now as we onboard new, critical roles, particularly at our optical labs and retail stores.

In 2021, we measured if and how company action from employee feedback impacted the team as we continued to work through the COVID-19 pandemic. Based on the results of our most recent Employee Engagement Survey, we were pleased to see that 89% of survey respondents said they have what they need to work effectively from home; 83% said they feel safe delivering in their roles; and 84% said we are adapting well to changes in work conditions since the COVID-19 pandemic.

We also continued to measure the impact of our Racial Equity Strategy in 2021. In our 2021 Employee Engagement Survey, 86% of respondents said that Warby Parker values and embraces diversity, which is up three points from 2019. Additionally, 81% of respondents said Warby Parker has taken meaningful action to create a more equitable, inclusive, and diverse workplace.



VOLUNTEERING

Contributing to our local communities is inherent to the Warby Parker experience. We're proud to offer each employee 16 hours of paid leave a year to volunteer. Given the global reality of 2021, many employees pivoted to participating in remote volunteer opportunities, while others safely organized in-person events. In total, Team Warby volunteered over 3,940 hours in 2021.

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

- Free Arts NYC
- Represented Foundation
- Children's Health
- Teaneck Creek Conservancy
- Last Prisoner Project
- Food Bank for New York
- WoodGreen Foundation
- Letters For Our Elders
- Deborah's Place
- Bowery Mission
- People's Resource Center
- Hesed House
- Children's Aid and Family Services
- Neighbor to Neighbor
- The Arc Jacksonville
- Norwalk River Watershed Association
- Law Harrington Senior Living Center
- Lowcountry Orphan Relief
- Birmingham Botanical Gardens
- Operation Backpack



Inclusion, Equity, and Diversity

HOW WE DEFINE INCLUSION, EQUITY, AND DIVERSITY

We consider inclusion, equity, and diversity at the same level as our other strategic objectives, so we take action by setting ambitious goals and measuring our results. Equity is our goal, which means that we are striving to build a workplace environment that provides our team members with the particular tools they need to succeed and thrive. To reach our goal, we practice inclusion by continually evaluating and adjusting relevant systems, structures, policies, and norms to create an environment that supports, recognizes, celebrates and respects all team members regardless of identity or life experience. We know that if we work toward this goal deliberately and inclusively, our workforce will grow to better represent a broad and diverse representation of identities and lived experiences.

Our inclusion, equity, and diversity strategy aims to continually understand and address the experiences, perspectives, and feedback of all Warby Parker employees. We actively strive to build humility and to question our biases, with the ultimate goal of creating a workplace where all employees feel they can bring their authentic selves to work every day. We've structured this strategy within a framework to drive change and impact across the entire employee life cycle; our key focus areas include Recruiting & Hiring, Training & Development, and Engagement & Belonging.



Throughout this report, you will find details on the progress we made toward these goals in 2021. While we plan to continue to provide updates against these original goals, we are also focusing on evolving our goals and embedding this work into our ongoing initiatives, programs, and priorities.

RACIAL EQUITY STRATEGY

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

Our strategy is comprised of 10 delineated goals:

1

Increase Black and BIPOC representation in leadership at Warby Parker

2

Increase engagement and belonging among our BIPOC team members

3

Create more growth opportunities for our BIPOC team members

4

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

5

Aim to 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

BUILDING A DIVERSE TEAM AND LEADERSHIP

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

Increasing Black and BIPOC representation in leadership at Warby Parker is one of our key metrics when measuring the progress and efficacy of our Racial Equity Strategy and driving measurable change. In 2021, we increased Black and BIPOC representation at the most senior levels of the organization, including within our Executive Leadership Team and Board of Directors.

We recognize that increasing representation in a way that's meaningful cannot be achieved overnight and will require continued focus. We've developed an action plan to increase representation by 2024, and we plan to publish our progress via updates to this report on an annual basis. In 2021, we also joined the Action to Catalyze Tech Report as a founding signatory, reinforcing our commitment to share our work and progress publicly and with other companies in the tech sector.

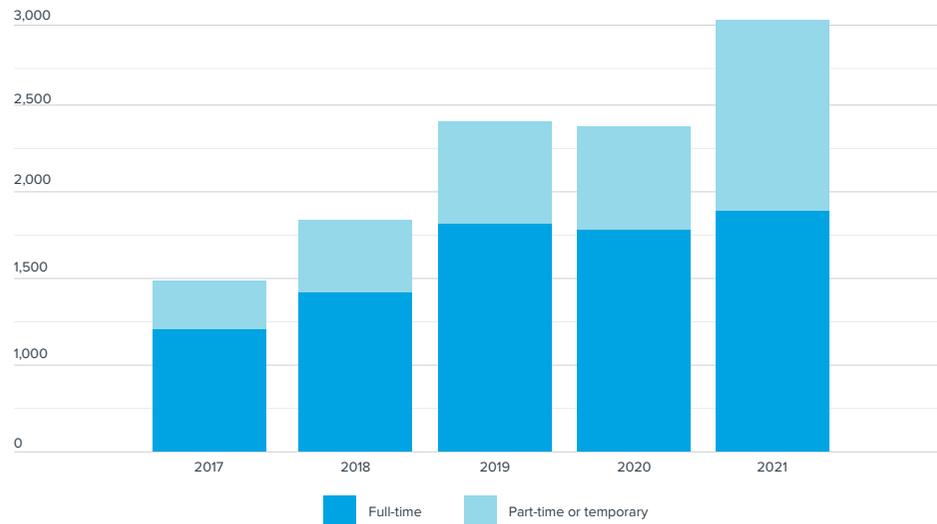


Our action plan:

- Continuously report on our progress toward increasing Black and BIPOC representation by function and department across Warby Parker
- Annually train and retrain 100% of current and future recruiters, interviewers, and hiring managers on bias-mitigation techniques to enable a fair, equitable interview process
- Establish partnerships with external organizations to diversify candidate pipelines
- Analyze candidate pass-through rates to identify where we can focus our efforts to strengthen and diversify candidate pipelines by role and function
- Maintain equitable promotion practices across all levels of the organization
- Scale our structured internal mobility program to create equitable opportunities

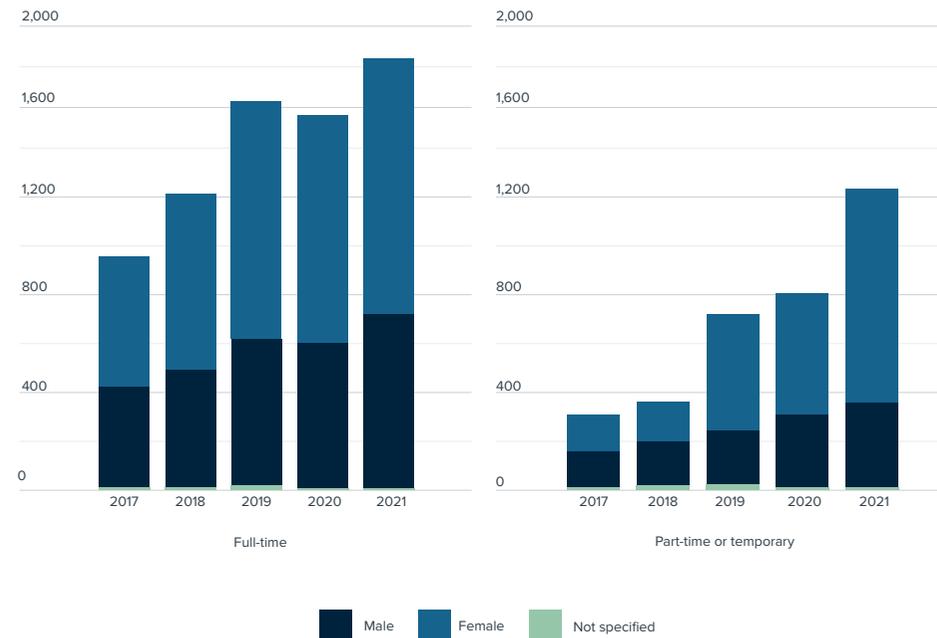
Total number of employees

By employment type¹ in the U.S.²



Total number of employees

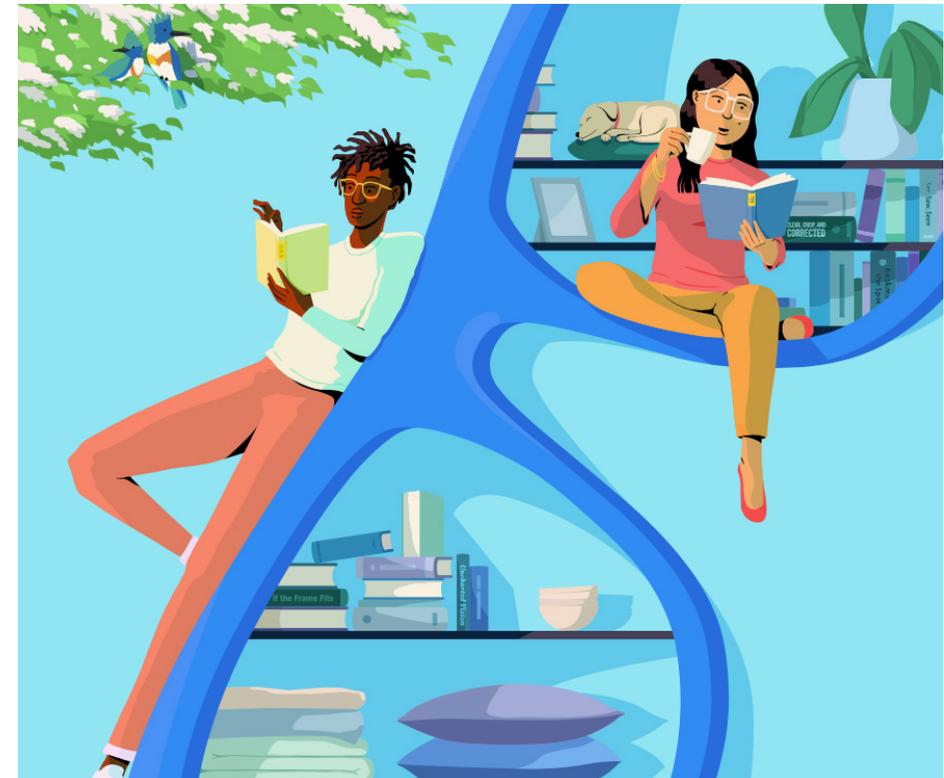
By employment type¹ and gender⁵ in the U.S.²



Percent of employees

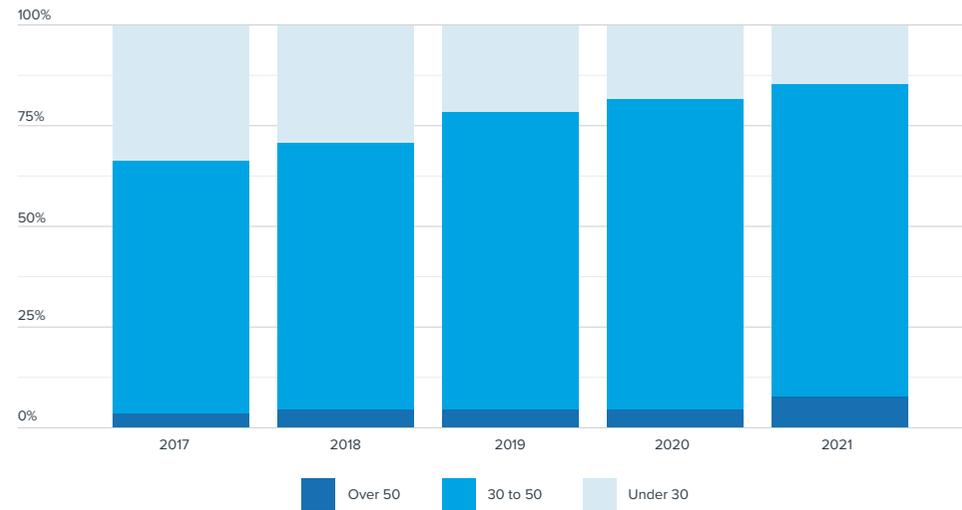
By race/ethnicity³ in the U.S.²

YEAR	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	NOT SPECIFIED	TWO OR MORE RACES	WHITE
2017	< 1%	8%	11%	13%	< 1%	< 1%	6%	59%
2018	< 1%	8%	12%	16%	< 1%	< 1%	7%	57%
2019	< 1%	9%	14%	16%	< 1%	< 1%	7%	54%
2020	< 1%	8%	14%	15%	< 1%	< 1%	6%	57%
2021	< 1%	9%	16%	14%	< 1%	0%	7%	54%

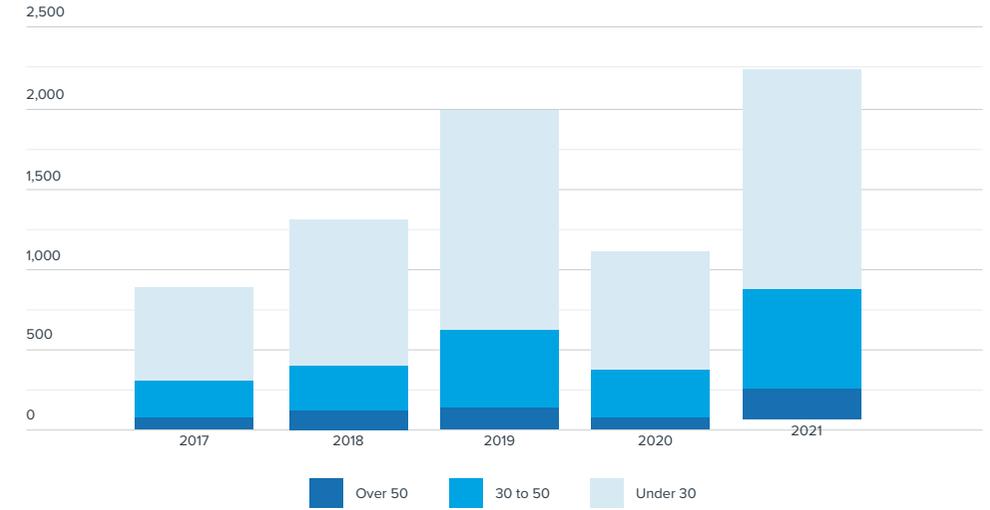


Artwork by Sam Bass at Warby Parker Ponce City Market

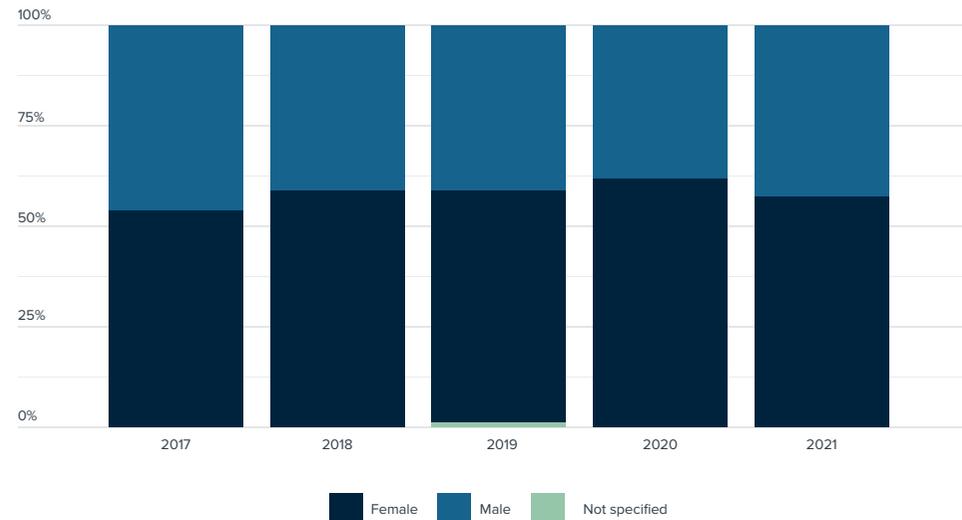
Percent of managers
By age⁴ in the U.S.²



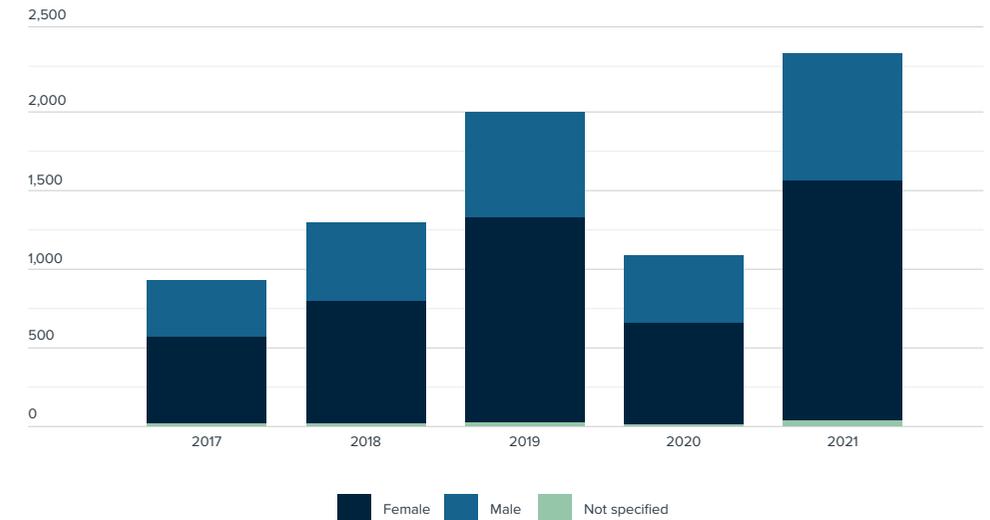
Total number of new employees
By age⁴ in the U.S.²



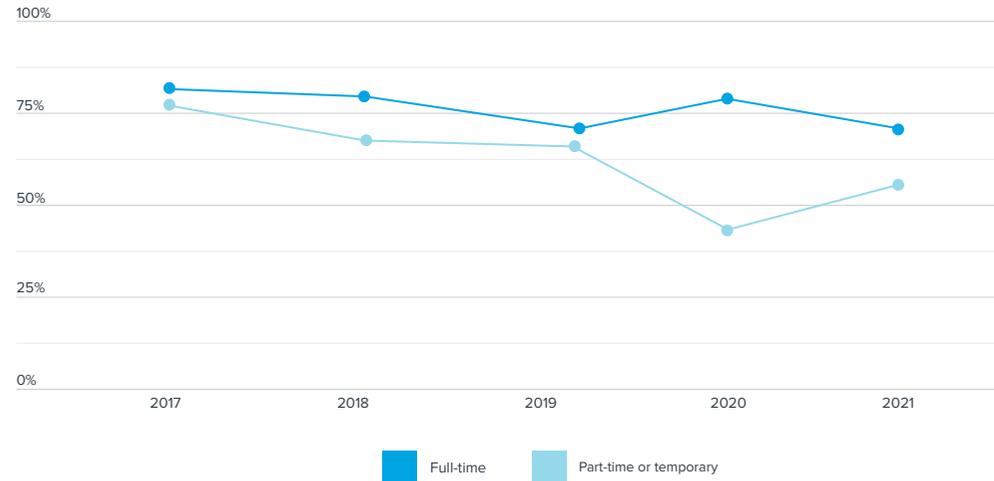
Percent of managers
By gender⁵ in the U.S.²



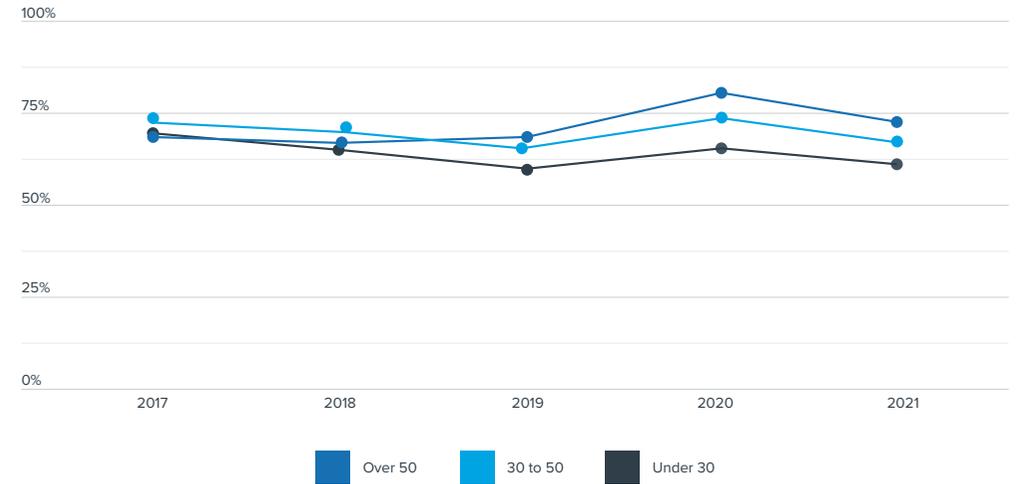
Total number of new employees
By gender⁵ in the U.S.²



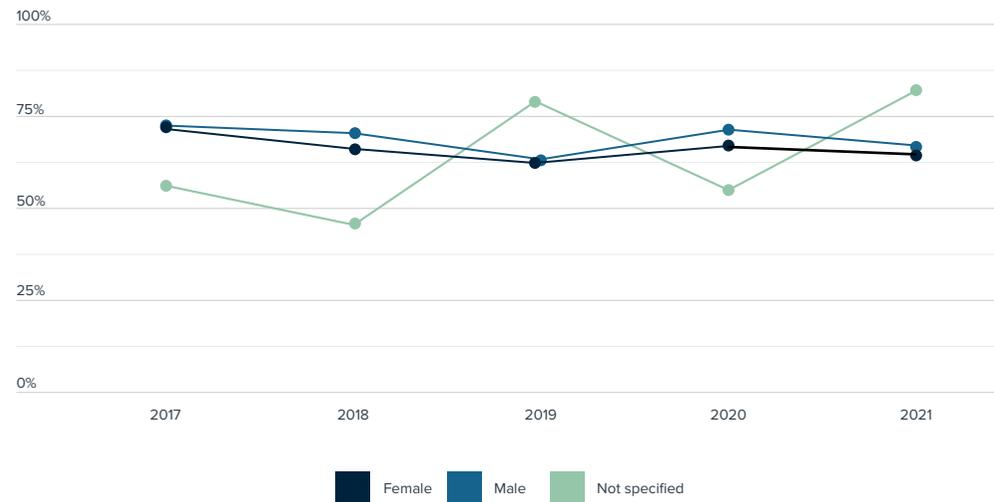
Employee retention rate⁶
By employment type¹ in the U.S.²



Employee retention rate⁶
By age⁴ in the U.S.²



Employee retention rate⁶
By gender⁵ in the U.S.²



Racial Equity Strategy Representation: Target⁷ vs. Actual

EMPLOYEE GROUP	BLACK		BIPOC		FEMALE	
	TARGET 2024	ACTUAL 2021	TARGET 2024	ACTUAL 2021	TARGET 2024	ACTUAL 2021
TOTAL	14%	16%	46%	46%	61%	63%
CORPORATE	14%	12%	45%	31%	66%	68%
OPTICAL LAB	14%	20%	60%	74%	51%	54%
STORES	17%	18%	54%	54%	59%	61%
STORE MANAGEMENT	15%	17%	48%	49%	57%	59%
MANAGEMENT	14%	8%	45%	32%	60%	57%
EXECUTIVE	14%	10%	45%	30%	51%	50%

- The majority of our full-time employees are permanent employees; for the sake of this report, temporary workers are categorized as part-time. This number does not include contractors or independent optometrists.
- For information on our employees in Canada, see p. 68
- At Warby Parker we are committed to hiring and retaining talent from all demographic backgrounds, life experiences, and perspectives, and to creating an inclusive environment where all employees can thrive. We understand and respect that our employees' identities are much more complex than standardized racial and ethnic categories can reflect, but for reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements.
- Employee ages in the data reflect their ages as of December 31, 2021.
- For reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements, which limit gender to male or female. This categorization does not reflect our opinion; we believe that gender is nonbinary.
- Retention rate is calculated as 1 - (Departures during 2021) / (Headcount at the end of 2020 + Hires during 2021).
- 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.

COMPENSATION PRACTICES

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

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

Alongside our public listing, we introduced several ways through which our employees could become Warby Parker shareholders—Broad-Based Equity Awards, a one-time award given to all active employees in connection with our direct listing, and our Employee Stock Purchase Plan, through which Warby Parker employees have the opportunity to purchase Warby Parker stock at a discounted price.

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



Our Community

Our communities are made up of everyone from the neighbors in our own backyard to the beneficiaries of our international efforts to bring vision care to those who need it most. In 2010, we launched our Buy a Pair, Give a Pair program—and today it has served over 50 countries and provided over 10 millions pairs of glasses. Additionally, since 2013, we’ve opened over 160 stores in markets where we’re committed to making a positive impact. In neighborhoods both big and small, there is always an opportunity to help improve circumstances and bring about change.

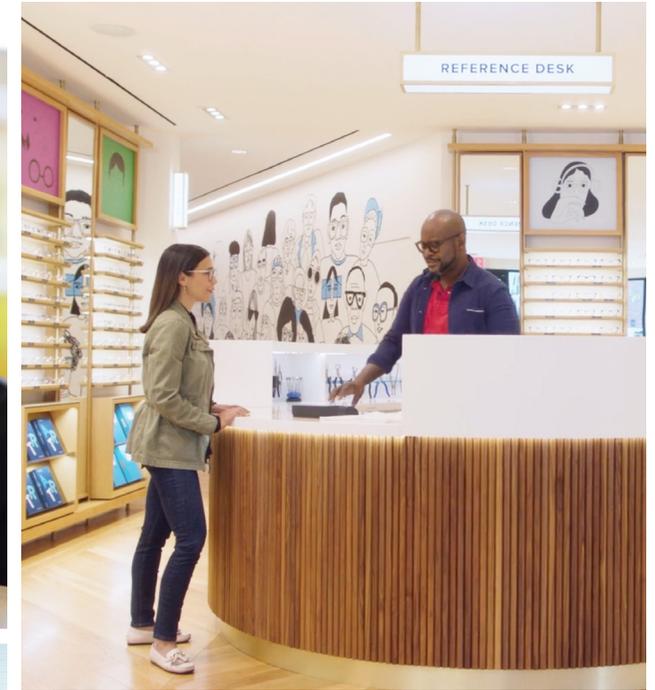


Photo courtesy of VisionSpring

Our Buy a Pair, Give a Pair Program

What power do glasses hold? Without them so many are hindered in their ability to work, get an education, and go about their life with security and dignity. 2.5 billion people around the world do not have the glasses they need to see clearly. Since Warby Parker's founding in 2010, our team has worked tirelessly with our partners to address this global issue. And in 2021, we reached an incredible milestone:



Over 10 million pairs of glasses have officially been distributed through our Buy a Pair, Give a Pair program—which means over 10 million more people now have the glasses they need to learn, work, and achieve better economic outcomes.¹

HOW THE PROGRAM WORKS

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

Social entrepreneurship

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

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

In 2021, glasses were distributed in 26 countries

Angola	El Salvador	Liberia	Togo
Armenia	Ghana	Malawi	Uganda
Bangladesh	Guatemala	Mexico	United States
Chad	Haiti	Nepal	Uzbekistan
China	India	Nicaragua	Vietnam
Dominican Republic	Kenya	Nigeria	Zambia
	Lebanon	Papua New Guinea	



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

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

¹ Due to the administrative processes associated with operating the Buy a Pair, Give a Pair program, including the timing and coordination of the distribution of glasses, recognition of the number of pairs of glasses distributed should not be correlated with net revenue for any fiscal period.

Direct donation

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

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

This work isn't limited to the U.S. We work with the organization Ver Bien Para Aprender Mejor, which uses a similar model to support students across Mexico. For 23 years, the organization has visited around 10,000 schools per year, providing over 16 million eye exams and more than 6 million eyeglasses to students throughout the country.

In the past few years, we have also broadened our work with RestoringVision, an organization that has been providing free reading glasses to individuals in need throughout 130+ countries for more than 18 years. Through our partnership with RestoringVision, we provide free glasses to those in global communities, including refugee camps and pre-emerging markets, with little to no ability to purchase them. This allows us to reach communities with different needs, access, and awareness around vision care—plus distribute reading glasses to even more geographical regions and markets than we've ever served before.

AT SCHOOL WITH PUPILS PROJECT

Pupils Project, our school-based vision program, is a public-private partnership. Operating the program is possible only through working alongside a number of organizations and local government agencies. Our partners conduct the vision screenings and eye exams right in the students' classrooms, which makes things easy for the children and the parents. On our end, we provide prescription glasses, designed by our very own team, specifically for these students. We know that style and personal expression are critical for everyone and believe that every child deserves the chance to have glasses that make them feel good about themselves. Keeping that in mind, we bring sample sets to the schools so kids can choose the glasses they're most excited to wear. (Students can select from over 55 options!)

Pupils Project began in New York City in 2015, soon expanding to Baltimore and Philadelphia. In September 2021, we launched an exciting expansion of the program that brought it to cities across California, central and western Pennsylvania, and Washington, D.C. We also conducted a second-phase pilot in Boston. Through serving students in these new geographies as well as our existing program cities, we plan to distribute tens of thousands of pairs of glasses during the 2021-22 school year.



In September 2021, the *Journal of the American Medical Association (JAMA) Ophthalmology* published the exciting results of a three-year [study](#) conducted by Baltimore’s Johns Hopkins University Wilmer Eye Institute and School of Education. It explored the impact of school-based vision interventions on academic outcomes—essentially, the effect of glasses on kids’ academic performance. We had not seen this topic studied in a rigorous academic setting before and were proud to partner with Johns Hopkins to provide the glasses for this first-of-its-kind work.

Over the course of three years, the team at Johns Hopkins gathered academic data for students who received Warby Parker glasses as part of Vision for Baltimore (our Pupils Project program which provides vision screenings, eye exams, and prescription glasses to kids in all Baltimore elementary and middle schools). Here’s a summary of the main findings:

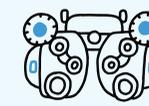
- Reading scores increased significantly for students who received glasses, and there was also improvement in math for students in elementary grades.
- The improvements were the most marked in girls, special education students, and students who had been among the lowest performing based on prior test scores.
- The overall gains for students who received glasses were equivalent to adding two to four months of education onto the school year; for students in the lowest quartile or participating in special education, wearing glasses had an impact that equated to *four to six months* of additional learning—basically, another half a school year!
- In comparison to other widely used educational interventions, Johns Hopkins’ findings show that the impact of eyeglasses is larger than that measured for providing students with computers, extending the school day, or urban charter schools. For students performing in the lowest quartile at baseline and those in special education, the impact from eyeglasses was also more powerful than tutoring, the most effective educational intervention known.

These are incredibly powerful findings, and we are thrilled to have such rigorous data published in a preeminent medical journal, clearly showing that the glasses distributed through our program are offering tangible academic benefits. As we work to provide students the glasses they need to learn, we remain grateful for the continued support from our Pupils Project partners, including Vision To Learn, Jonas Philanthropies, Katrina vanden Heuvel, and many more.

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



SCREENINGS



EXAMS



GLASSES

	SCREENINGS	EXAMS	GLASSES
2017	70,479	21,774	22,987
2018	109,180	33,438	32,209
2019	179,500	41,284	34,033
2020	89,490	20,635	18,471
2021	95,005	15,510	13,721

COMMUNITY INITIATIVES IN RESPONSE TO COVID-19

Updates to our Buy a Pair, Give a Pair Program

In 2020, we adapted our Buy a Pair, Give a Pair and Pupils Project programs to meet the urgent needs posed by COVID-19. The pandemic posed a grave threat to our partners, health workers, and residents in densely populated, low-income communities around the world. All of our partners were able to safely resume glasses distribution in 2021, but some are still operating at a very reduced capacity.

While we continued to fund glasses distribution where operations could continue safely, it was important that we also prioritized public health. 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 2021.

VisionSpring leveraged 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 also set up handwashing stations and distributed hygiene kits for households. In 2021, they distributed over 2 million units of PPE and preventative health supplies in Bangladesh, Burundi, Ghana, India, Kenya, Malawi, Nigeria, and Uganda. In total, 100 eye care, health, and social service organizations received enough PPE and COVID-19 safety supplies to provide more than 643,000 days of COVID-safe care.

On the U.S. side, with many schools closed to in-person learning for much of 2020 and 2021, our Pupils Project program continued to be significantly impacted by COVID-19.

For New York City, all vision services were put on hold starting with the first school closures in March 2020, and were not able to resume until the fall of 2021. From November 2020 through June 2021, we partnered with Helen Keller International to continue to serve some of the highest-need children and their families outside of the school setting. Helen Keller International worked directly with settlement houses, homeless shelters, and other facilities across the five boroughs to provide optometric services on-site (under rigorous health and safety protocols), and Warby Parker provided over 1,500 pairs of glasses.

In Baltimore and Philadelphia, our partners at Vision To Learn were able to operate at a reduced capacity for the spring semester of 2021—and ramped up services to a more full capacity with the start of the 2021-22 school year. The new school year also marked the official relaunch of in-school services in New York City, as well as an exciting expansion of Pupils Project to cities across California, central and western Pennsylvania, and Washington, D.C., and the second phase of our pilot in Boston. All Pupils Project partners continue to closely monitor the COVID-19 pandemic and have instituted new protocols and procedures to ensure all vision services are being provided in the safest manner possible.

Restoring these services safely and responsibly, which required adaptability and careful attention to protocol, was a highlight of 2021. We look forward to continuing and expanding more of our programs and services in the year ahead.



Photo courtesy of VisionSpring

HELPING THE WORLD THROUGH PARTNERSHIP

We have been able to grow our impact by supporting nonprofit partners in their strategic growth initiatives through financial investments, pro bono project assistance, and more. With these efforts we intend to strengthen our partners' programs and extend their ability to support communities and economies across the world.

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

We work with our partners to set annual targets for the number of glasses 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 several times each year to witness the work firsthand (although this was not possible to do in 2021 due to COVID-19), and we conduct desk audits of our partners' financials to ensure they're using the provided funds as agreed on.

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

While vision is the cornerstone of our impact work, we also work with additional nonprofits and organizations that serve their community in other ways. In 2021, some examples of those partnerships included:

- Matching our retail stores donations to local relief organizations in response to the Texas winter storm crisis in February 2021, Hurricane Ida in September 2021, and the Kentucky tornado and Boulder County wildfires in December 2021
- Donating to the Trevor Project in celebration of Pride Month
- Continuing our company-wide employee donation-matching program for donations made to eligible organizations dedicated to combating systemic racism, and expanding the list of eligible organizations to include three organizations focused on the AAPI community
- Making donations to organizations in celebration of multiple 2021 product collaborations, including YELLOW, the Equal Justice Initiative, and Albert Einstein Junior High School



UTILIZING OUR REACH FOR PROGRESS

Advocating for the policies we believe in is a key part of Warby Parker's identity. These include LGBTQ+ rights, net neutrality, voting rights, and immigration. In 2021, we:

- Signed on to a bipartisan joint statement with Freedom for All Americans to secure full nondiscrimination protections for LGBTQ+ individuals nationwide
- Joined various other public companies in signing a letter in support of free and fair elections in Texas
- Signed on to a letter alongside 240 companies and business organizations of all sizes and sectors, spearheaded by Business for America, endorsing the John Lewis Voting Rights Advancement Act
- Became a founding signatory for the Action to Catalyze Tech (ACT) Report, an ambitious initiative to align the tech industry around collective diversity, equity, and inclusion action
- Along with over 280 other companies, signed on to Civic Alliance's joint statement on protecting voting access, in belief that every American should have a voice in our democracy and that voting should be safe and accessible to all voters

At Warby Parker, we have always believed the business community has a responsibility to help ensure that every eligible citizen has the opportunity and resources they need to vote in a safe and fair election. We strive to use our voice, resources, and platform to educate our employees, recruit other business leaders, and take meaningful action to safeguard our democratic process.

2021 was a significant U.S. election year with many local and mayoral elections in cities across the country, including a mayoral race in our hometown of New York City. Leading up to the NYC mayoral primary in June of 2021, we joined forces with Tech:NYC—a nonprofit designed to represent and support New York City-based technology companies and innovation-friendly policies—to host a virtual panel discussion with the leading mayoral candidates, moderated by a leading journalist.





HOW WE'RE WORKING TO ACHIEVE EQUITY

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

Goal 5 is intended to provide BIPOC students across the U.S. the vision care they need to succeed academically. We are driving this through our Pupils Project program, where over 80% of the students served identify as BIPOC. We estimate that over 2 million children in the U.S. currently need glasses and don't have them; and of that population, over 50% are BIPOC. In September 2021, we launched a very exciting expansion with our partners at Vision To Learn to reach an additional 300,000+ students in over 70 school districts across California, central and western Pennsylvania, and Washington, D.C.

Goal 6 is to increase Black representation in the fields of optometry and technology. Since only 1.8% of practicing optometrists and 3.2% of students in optometry school identify as Black in the U.S., we concluded that providing scholarship funding to Black eye doctors would be an impactful way to increase representation. In 2020, we launched the Warby Parker Scholarships at the New England College of Optometry (NECO) to cover the full tuition for two Black students enrolled in the four-year Doctor of Optometry program. In 2021, we made the decision to expand the scholarship to cover the full tuition for two additional students.

On the technology front, we were proud to join over 30 business leaders and organizations as a founding signatory of the Action to Catalyze Tech Report, which provides a blueprint and tools for tech companies at all stages to drive internal and sector-wide change when it comes to diversity, equity, and inclusion. This initiative will help transform DE&I outcomes as we work together to share best practices, foster accountability, and set new standards for DE&I data reporting.

In support of our Racial Equity Goal 7 (support Black entrepreneurs), in 2021 we partnered with Represented Foundation—a Brooklyn-based nonprofit organization that provides support and resources to Black and Brown social entrepreneurs—to provide a financial contribution that supports a cohort of BIPOC leaders in receiving the training, tools, and coaching they need to grow their social enterprises. Thirteen Warby Parker employees from our different workforces have had the volunteer opportunity to advise eight members of the Represented Foundation cohort in the areas of business development, marketing, communications, finance, and operations.

Goal 8 is to support Black and BIPOC creative partners and collaborators. We define creative collaborators and partners to include collaborations, artist commissions, photographers, models, hair and make-up artists, stylists, content creators, and influencers. Not only is it important that our brand reflects our team, our customers, and our communities, supporting Black creatives and Black-owned businesses promotes job creation for Black community members and helps close the racial wealth gap. With that in mind, we've committed to having 20% of our creative collaborators and partners be with Black or Black-owned businesses and 45% be BIPOC or BIPOC-owned businesses.

In 2021, 31% of our creative collaborators and partners were Black or Black-owned businesses and 57% were BIPOC or BIPOC-owned businesses. We're so proud of the projects we worked on together throughout 2021 and are excited to continue and enhance our partnerships with Black and BIPOC creators throughout 2022.

Goal 9 is to provide funding and in-kind support to organizations combating systemic racism. We continued our employee donation-matching program, which we launched in 2020, into 2021. Under this program, employees can donate to certain organizations dedicated to combating systemic racism, with Warby Parker committing to match their individual contributions (up to \$1,000 per employee per calendar year). In 2021 we expanded the list of eligible organizations to include three organizations focused on supporting the AAPI community.

In support of Goal 10, which is to increase voting participation for Black and other communities disproportionately challenged by barriers to voting, we signed on to a letter of support endorsing the John Lewis Voting Rights Advancement Act and a joint statement on protecting voting access.



Artwork by Lisk Feng at Warby Parker Towson Town Center



Eyeing the Customer Experience



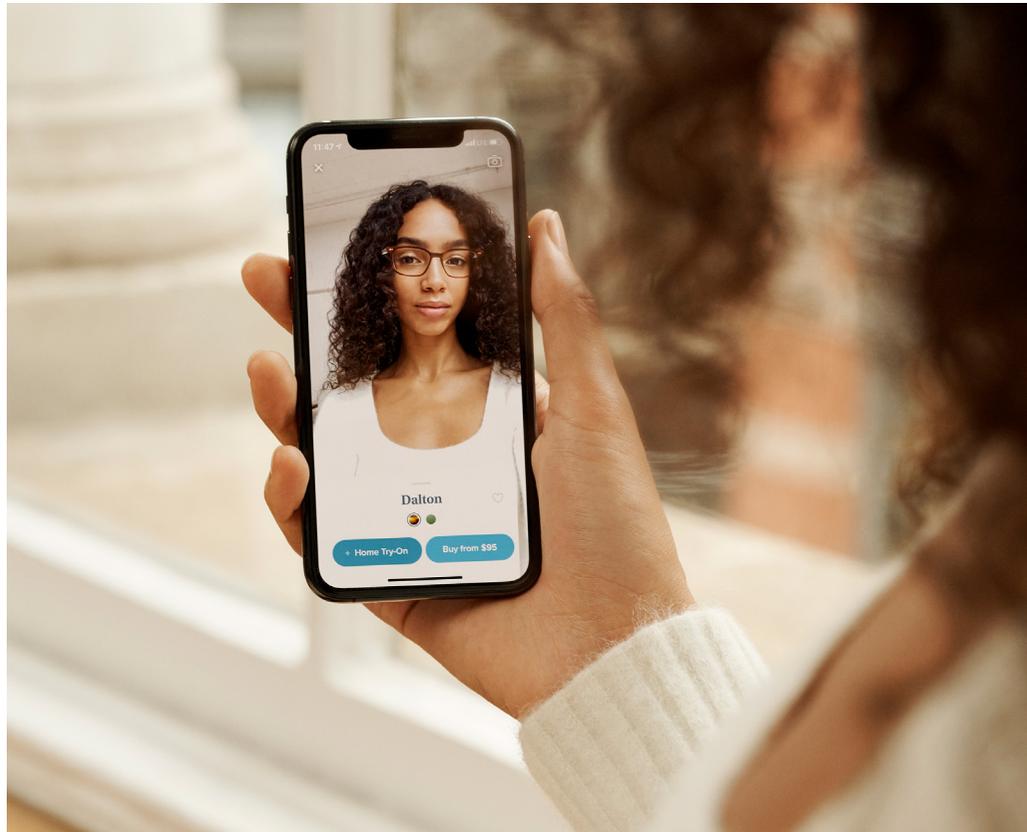
Our job at Warby Parker is to not only design stylish, high-quality eyewear  that allows customers to see well at an affordable price but also to develop creative and new ways—both in our stores  and online—that ensure purchasing our products is consistently easy, convenient, and delightful.  Retail disruptions caused by COVID-19 have led us to innovate the way our customers shop at Warby Parker. In the past two years, we've continued to develop technologies  that help people feel confident they are finding the right pair of glasses or contacts, or even renewing their prescription, without ever leaving their home.  Now more than ever, perfecting the customer experience requires incredible teamwork. We couldn't be happier to be doing this work together. 

Customers

DESIGNING PRODUCTS AND EXPERIENCES THAT HELP PEOPLE SEE

Each and every day, our team aims to design high-quality products and deliver remarkable experiences that delight our more than two million happy customers.

Every one of our customer touchpoints seeks to excite the customer about a product that influences, and enhances, how they feel. Our focus on enhancing the entire end-to-end customer journey is what motivates our team and pushes us toward continuous innovation.



PRODUCT QUALITY AND SAFETY

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

But before a frame becomes a frame, we're choosing vendors, selecting materials (we've been known to develop specialty acetates with the help of incredibly skilled partners), 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 FDA and regulated as such—so, where applicable, we follow the requirements set by the Consumer Product Safety Commission (CPSC). We also are required to comply with standards set by the American National Standards Institute (ANSI) for prescription eyewear and sunglasses (both prescription and non-prescription). We require our vendors to comply with the European CE standard, and Warby Parker frames are stamped with the certification mark that indicates conformity with health, safety, and environmental protection standards for products sold within the European Economic Area (EEA).

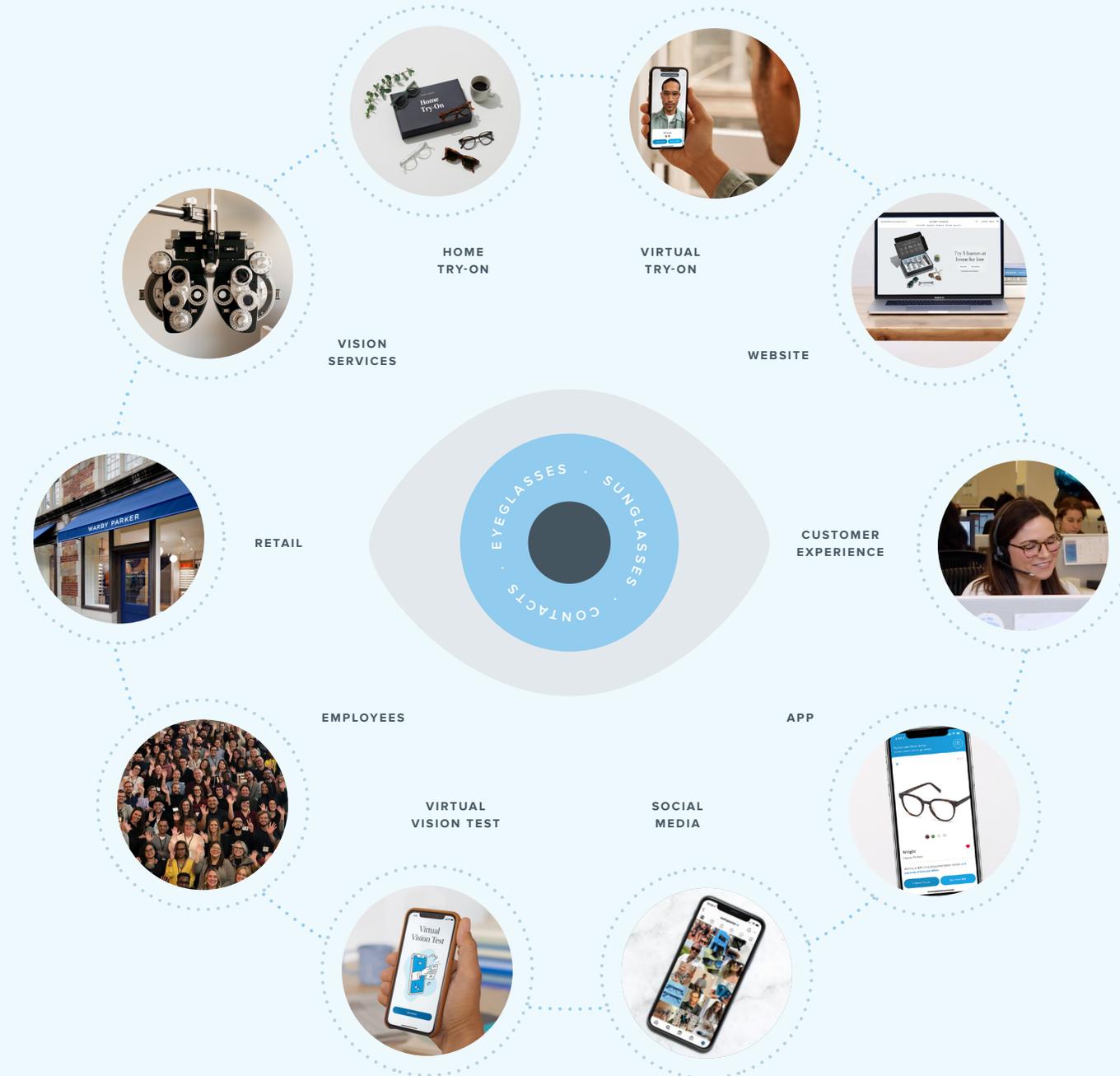
Our policies require that our vendors may only use raw materials and suppliers recommended by Warby Parker to achieve expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. We partner with international third-party testing agencies to verify the results and to 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 additional protocols 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 Strategy team will investigate the lot number, time of shipment, and vendor to identify and, if necessary, correct the problem.

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

Simplifying Vision Care

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

Since our launch, we've expanded our product offering, creating a one-stop shop for customers interested in not only buying eyeglasses but also sunglasses and more. We've also introduced services like comprehensive eye exams and groundbreaking in-house technologies like Virtual Vision Test and Virtual Try-On that enhance the overall shopping experience and ensure customers have access to the products and services they need. This ongoing innovation is driven by our team's commitment to building a holistic vision care offering that we believe is unparalleled within the market.



CONTINUING TO ADAPT TO 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. In 2021, that meant continuing to pave the way responsibly in retail: modifying operations, maintaining robust (and evolving) safety measures, supporting our teams, and pivoting swiftly as conditions frequently changed.

A visit to our stores in 2021 included:

Contactless shopping features

- Touch-free measurements and payment options, including digital Rx
- Home deliveries in lieu of store pickups
- Digital prescriptions

Enhanced sanitization

- Hand sanitizer and disinfectant wipes available
- Face mask requirements for employees and customers
- Personal protective equipment required for doctors

Team and patient health screenings

- Daily symptom checks for both advisors and patients
- Company-provided, frequent team member COVID-19 testing
- Patient screenings before exams



Learning From Customer Feedback

CONNECTING WITH OUR CUSTOMERS

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

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

EVALUATING FEEDBACK

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

Our Consumer Insights and Research team is dedicated to gathering and sharing customer feedback so we can continue to meet changing customer needs and exceed our own standards. (All in the spirit of our core value *Learn. Grow. Repeat.*) **This includes consistently monitoring our Net Promoter Score, which remained over 80 throughout 2021** (and has been over 80 on average throughout our history). We view this metric as our “North Star”—one that evaluates the health of our brand, the happiness of our customers, and how likely they are to tell others about their journey with Warby Parker.



How we measure Net Promoter Score (NPS):

- A Net Promoter Score survey is sent out to all purchasers to measure how likely they are to recommend Warby Parker. We also use Stella Connect, a tool that captures feedback from customers on their interactions with our Customer Experience team; advisors can then 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-store, and Optician Experience Score surveys measure customer satisfaction following an adjustment or prescription troubleshoot with an optician; these scores are also routinely monitored to identify areas for improvement.
- When a customer responds to one of our feedback surveys, responses are used to connect with customers on any issues flagged in their response. We also use these insights to coach Warby Parker employees on how to better and best serve our customers, as well as to inform larger investments in improving our customers' experiences.

A Sustainable Vision



Our mission  from day one has been to prove that building a scalable business doesn't have to mean ignoring our responsibility to do good in the world. We strive to respect the environment  without compromising customer satisfaction or the quality of our frames,  and over time, Warby Parker has only grown more committed to an environmentally sustainable future. This means pushing ourselves to operate efficient spaces,  to use resources responsibly, to reduce waste, and to limit our  greenhouse gas footprint (and to aim to offset it so that our footprint is neutral across our operations).

Sustainability

MANAGING OUR CARBON FOOTPRINT

Every year we calculate our carbon footprint, the estimated sum of greenhouse gas emissions, which are the principal cause of climate change. We then purchase offsets to neutralize the footprint of our operations (which includes Scope 1 and Scope 2 emissions) as well as to neutralize specific categories of Scope 3 emissions (which are emissions that occur from sources owned or controlled by other entities in our value chain). We take our impact on the planet seriously and are proud to have been carbon neutral for our operational emissions since our founding.

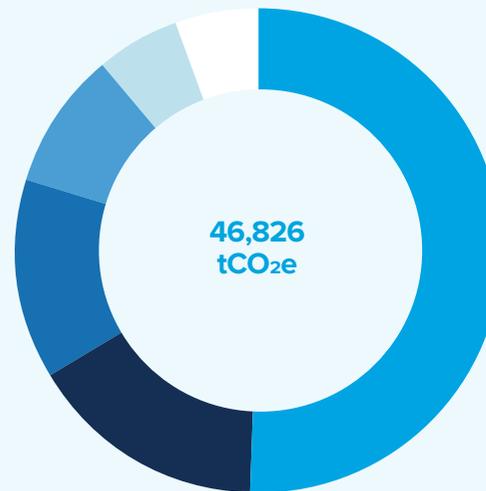
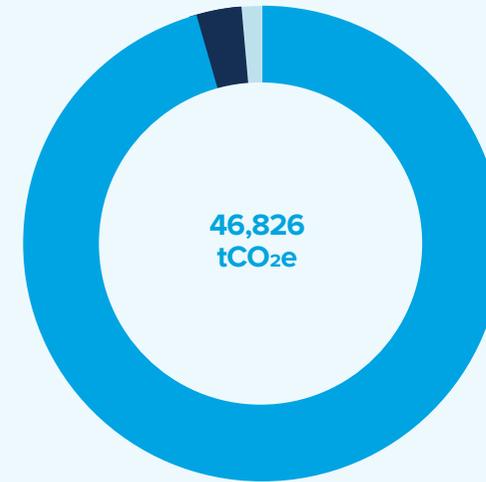
We do this work with the help of third-party agencies. In 2021, we began a new partnership with Watershed, a platform that allows companies to measure their carbon footprint, plan and execute on steps to reduce emissions, and share results.

Historically, our carbon accounting partners had manually calculated our footprint across Scope 1, Scope 2, and certain Scope 3 emissions categories, based on 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). Through Watershed’s carbon data engine, we were able to go a step further and measure additional components of our Scope 3 footprint last year; our Scope 3 footprint now includes Greenhouse Gas Protocol Scope 3 categories 1, 2, 3, 4, 5, 6, 7, 9, and 12.

Leveraging this expanded methodology, our 2021 footprint includes:

GOODS AND SERVICES: This category includes all the goods and services that we use to run our business—from construction costs to professional services. Watershed’s platform allows us to track the vendors with the biggest impact on our emissions, and to use vendor-specific emissions factors where available. Some of the biggest contributors to this category included construction, equipment, and furniture and fixtures, as we built out our new Las Vegas optical lab, expanded our New York and Nashville offices, and opened over thirty new stores in 2021.

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



EMPLOYEES: Previously, this category included only employee travel and commuting. We've expanded it to fully capture our employees' impact, whether they're commuting to our locations or working from home. Specifically, we've added in the impact of home offices with including energy usage and waste.

PRODUCTS: This category includes the materials that go into our products as well as the energy used in the manufacturing process.

LOGISTICS: This category includes both upstream and downstream shipping of our products (via ocean, ground, and air).

OTHER: This category includes those smaller categories, that when combined, make up less than 6% of our total footprint, such as the electricity and natural gas used in our offices and retail stores, and business travel (which was at lower levels than usual in 2021 due to the COVID-19 pandemic).

Once we have all our calculations, we purchase carbon offsets via Native, a Public Benefit Corporation, to neutralize the greenhouse gas footprint of our operations, which includes Scope 1 and Scope 2 emissions, as well as to neutralize specific categories of Scope 3 emissions including business travel and employee commuting, product materials and manufacturing, and upstream and downstream logistics. In total, we offset approximately 34% of our 2021 footprint.

Whenever possible, we invest in the same offset projects year over year. In 2020, for the second year in a row, we purchased offsets for our carbon footprint from the Laurelbrook Farm Compost Project of East Canaan, Connecticut. This project uses manure separating and compost technology to reduce greenhouse gas emissions and improve the financial outlook for one of Connecticut's few remaining dairy farms.

The Sky Wind Project of Maharashtra, India, which we had supported for the past two years, was no longer available as an offset option in 2021, so we selected another wind-based power generation project in its place. This project, which is also in the state of Maharashtra, provides 80 megawatts of renewable energy generating capacity to the grid each year and has created local employment opportunities for the construction and operation of the wind turbines. Through the creation of jobs and clean energy, this project is helping to achieve the United Nations Sustainable Development Goals 7, 8, and 13.

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

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

1

ADDITIONALITY

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

2

VERIFIABILITY

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

3

PLACE

Do we have a geographical tie to the area of the project? (Is it close to a Warby Parker store, office, or lab?)

4

TYPE

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

5

COMMITMENT

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

OUR GLOBAL SUPPLY CHAIN

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

Our new lab offers increased bandwidth, production, and shipping capabilities, enabling us to scale our in-house manufacturing processes. We've always been dedicated to providing best-in-class customer and employee experiences, and the Las Vegas lab enables us to more directly oversee and control order lead time and quality assurance predominantly for orders placed west of Texas. Employees in the new location work across our Supply Chain and Customer Experience teams.

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

Our global supply chain

U.S.A. Taiwan Singapore Vietnam Italy Japan China



SOURCING WITH TRANSPARENCY

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

We work directly with manufacturers and raw material suppliers so that we can know where and how our products are being manufactured. In 2019, we brought Warby Parker liaisons to Shenzhen to help us better support our vendors in following our manufacturing specifications (as well as identify which methods are more likely to produce first-rate products). We continued to scale this team in 2020, and they now conduct all vendor inspections. Monthly material forecasts allow vendors to prepare for any constraints created by peak business needs and check that they will be able to accommodate demand. Our Vendor Compliance Manual details volume and financial penalties incurred if our preferred material or component suppliers are not used, and quarterly reviews help to prevent surprises.



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



Frames (acetate)
Cellulose acetate



Nose pads
Silicone standard and PVC stocked for customer requests



Non-prescription sun lenses
Nylon and CR-39



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



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



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

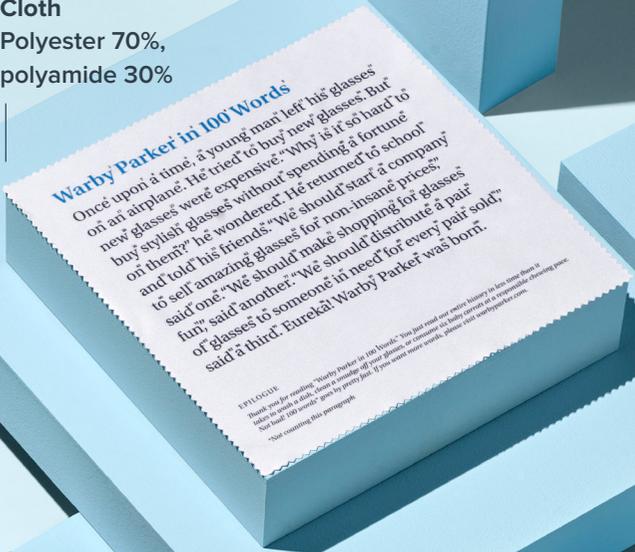


Hinge and core wire kits (including coated screws)
Metal alloy

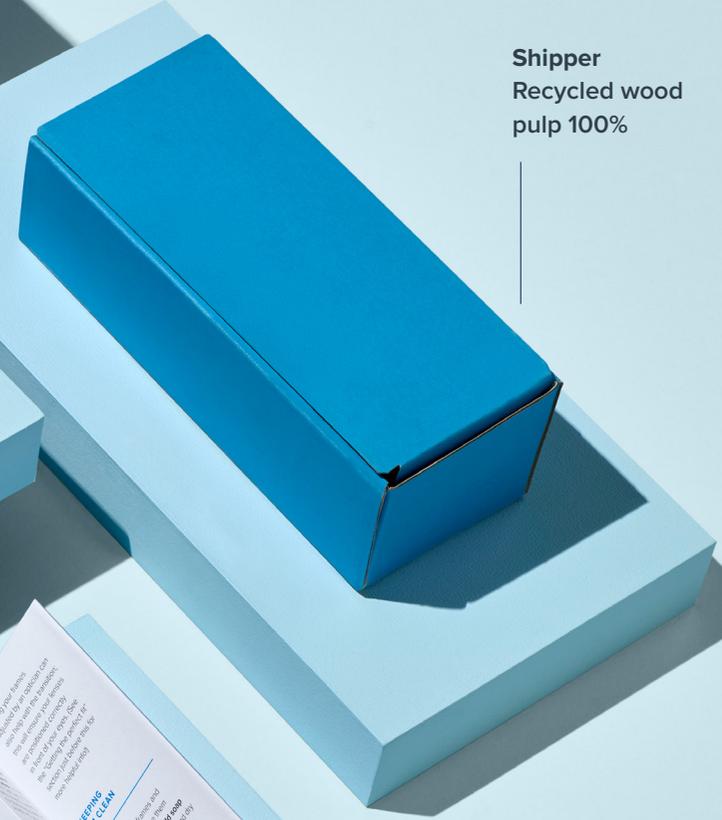
PACKAGING MATERIALS

Eyeglasses and Sunglasses

Cloth
Polyester 70%,
polyamide 30%



Shipper
Recycled wood
pulp 100%



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



Box
Wood pulp
100%



Insert pamphlet
Paper 100%

PACKAGING MATERIALS

Scout Contact Lenses



Trial pouch
Polypropylene
100%



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

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



Other
Contacts



Insert
pamphlet
Paper 100%

NOT PICTURED

Lenses
Hioxifilcon A 43%,
water 57%

Trial shipper pouch
Polyethylene 100%

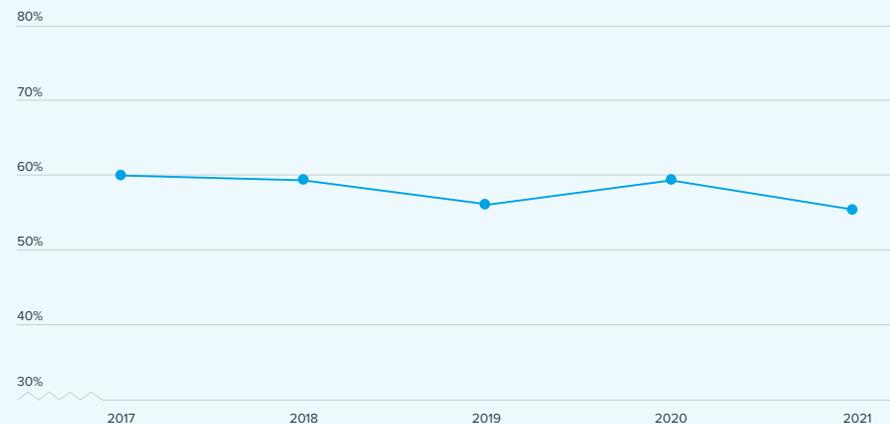
Shipper
Recycled wood pulp
100%

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



¹ We began recycling our Home Try-On trays halfway through 2021, so we have split the Home Try-On trays for 2021 between the non-renewable and renewable categories accordingly.

Percent of recycled input materials used in manufacturing



Historically, all shippers for frame purchases as well as our Home Try-On program (the packaging that protects our eyeglasses and sunglasses during shipment) have been constructed with 100% recycled content and fully recyclable curbside in most municipalities. We worked in 2021 to increase sustainability across a greater scope of our products. For example, by removing the poly bags included in frame kits shipped to our labs and retail stores, we believe that we saved over 1,500 pounds of plastic in 2021. Our team is committed to exploring even more ways we can reduce our impact on the environment in 2022.

Starting with our Holiday 2021 season, we've redeveloped our gift cards to be composed of polyethylene terephthalate (PET), which is a number 1 type plastic (think water bottles and peanut butter jars) and fully recyclable curbside in most municipalities. The gift card arrives in an envelope that is also fully recyclable in most municipalities.

Another exciting 2021 achievement was pioneering a demo lens recycling program in partnership with Eastman Chemical to recycle our clear demo lenses into acetate feedstock. Demo lenses are the clear lenses used to maintain the frame integrity/shape in transit as well as for display and try-on. They are composed of a plastic called PMMA (acrylic) that is clear, not easily scratched, and inexpensive, making it the common choice across the optical industry. For years, we've researched alternative materials to use as well as downstream solutions and have fallen short due to this type of plastic being incredibly hard to break down. While most commonly it can be physically recycled (broken down into shards) to supply materials for construction, our output alone is not enough for a manufacturer of that scale to take on.

So we brought in the experts. We've worked over the last 18 months to build a relationship with Eastman Chemical to test the efficacy of taking back our demo lenses, breaking them down to the molecular level, and reusing the molecules to create other materials. Discarded demo lenses from both our Sloatsburg and Las Vegas labs will be used as feedstock in place of fossil fuels to produce new materials that are indistinguishable from their counterparts, preserving natural resources.

We continue to actively research and explore ways for our frames to be more sustainable and, as always, will continue to share more in our future reports.



HOW SOCIAL COMPLIANCE SHAPES OUR SUPPLY CHAIN

We believe we have a responsibility to use our influence so that working conditions across our supply chain are safe and that our suppliers’ employees are treated with respect. We maintain that our products must comply with all relevant local state and international laws, particularly those related to labor, human rights, public health, and workplace safety. Our Vendor Code of Conduct outlines our requirements for the fair treatment and compensation of all workers—with which we require all direct suppliers to comply—including that our suppliers adhere to our standards on subjects such as child labor, forced labor, discrimination, harassment and abuse, wages and benefits, overtime, housing, freedom of association, subcontracting, local laws, employee feedback, health and safety, environment, and bribery.

Warby Parker Social Compliance Program

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

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

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



Audit Scoring Rubric

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

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

As part of the audit process, Verité auditors conduct confidential interviews with lineworkers at each factory to gather feedback and data. The program requires suppliers to have grievance procedures such as a confidential 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.

While most of our routine social compliance inperson visits were able to resume in early 2021, there were some vendors who we were unable to visit in-person due to continued COVID-19 concerns and some local challenges with Verité in China. We continue to remain in close contact with all our suppliers and plan to have Verité visit those we could not see in 2021 when it is safe to do so.

We have also continued to build out our social compliance program in Italy, working with Verité and their local partner, Engaged, to support our Italian suppliers in improving social compliance performance. We kicked off this work in Italy with our largest key vendor in 2018, in order to develop a program that could scale to our other Italian partners and was tailored to assessing the risks and developing the capabilities particular to the Italian manufacturing landscape. Last year, as a follow-up to a previous site visit and assessment, Engaged conducted a five-part remote capacity-building workshop on positive management techniques for this supplier’s facility leadership team. The feedback from the workshop was very positive, with managers saying the training was helpful on both a personal and professional level, particularly when it came to training around collaboration, conflict resolution, and communication. Using the findings from our work over the past few years and their local expertise, Verité and Engaged have developed an Italian social compliance program that we aim to roll out to additional suppliers in 2022.



COVID-19 RESPONSE TO SUPPLY CHAIN MANAGEMENT

International Supply Chain

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

Domestic Supply Chain

In 2021, we continued to keep the pandemic top of mind when making decisions that affect the safety and health of our team members. We also leveraged experts and partners to learn about best practices, assess local COVID-19 statuses, and execute plans to mitigate risks.

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

Throughout 2021 our internal labs continued to follow rigorous protocols. We have established channels of communication for our employees to perform health screening surveys and share vaccination status. In addition, our employees wear PPE and perform COVID-19 testing on a regular basis.

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

AT THE OFFICE

While the majority of our office-based workforce continued to work remotely for all of 2021, our offices in New York and Nashville were open at a limited capacity—and we continued to work to operate them as sustainably as possible.

Nashville Headquarters

Since partnering with Compost Nashville in August 2018, we estimate that we have diverted over 11,170 pounds of materials from landfills (although we paused this program in 2020 and 2021 while our teams worked remotely). We also estimate that we have prevented the use of over 40,000 plastic water bottles through our Flowater machine.

New York City Headquarters

We started composting in our New York City headquarters in October 2019 in partnership with Royal Waste Services (although this program was paused in 2020 and 2021 while our teams were working remotely). And through our Flowater machine, we estimate that we have prevented the use of over 130,000 plastic water bottles.

Optical Labs

In 2021 we opened a new optical lab in Las Vegas, NV. We worked to build out the space in the most sustainable way possible, reusing materials where possible, installing LED lighting with energy-efficient shutoff sensors, and low-water fixtures wherever possible. And this is cool: the water released from the air-conditioning system is reused in the optical lab machinery at both our Sloatsburg and Las Vegas labs.

Nashville, New York City, and Sloatsburg

We use 100% compostable cups, utensils, and plates from a family-owned company that uses a by-product of sugarcane production to create a responsibly sourced paper/plastic alternative.

Our usage in 2021 saved:

- 1,581 GALLONS OF WATER
- 14,968 PLASTIC BAGS
- 463 POUNDS OF LANDFILL WASTE
- 5 TREES



Advancing Our Mission



Embracing Accountability

Inclusivity starts at the top, and we've worked to ensure our Board of Directors is filled with people that represent a diverse set of ideas, backgrounds, and experiences. Increasing the diversity of leadership teams leads to more (and better) innovation and improved financial performance.

With that in mind, as part of our Racial Equity Strategy, we committed to adding Black representation to our Board of Directors. In 2021 we added two new members, Gabrielle Sulzberger and Ronald A. Williams, both of whom identify as BIPOC. We believe that Board membership should reflect a diversity of experience, qualifications, skills, gender, race and age.



GOVERNANCE ACCOUNTABILITY

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

Our Board of Directors executes its oversight responsibility for risk management through the Audit Committee, which regularly reviews risk topics with management, including, among others, corporate compliance, cybersecurity, privacy, business continuity, and crisis management. Warby Parker's management regularly assesses the effectiveness of its compliance program and policies, both internally and with third-party assistance, and makes enhancements as needed. Ultimately, we understand the importance of setting the right tone at the top and establishing a strong culture of compliance.

OUR APPROACH TO CSR

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

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

On a more tactical level:

- The Social Innovation team provides the Board of Directors quarterly social impact updates (new initiatives, progress against existing initiatives, material changes to our strategy, etc.)
- Several social-impact-related metrics are included in our company-wide milestone metric framework, which is how we measure our company's overall performance
- As a public benefit corporation (PBC), we are required to follow all PBC reporting requirements
- Our B Corp Impact Score is publicly available on the B Corp directory, along with a breakdown of our score across subsections within the key B Impact Assessment areas (Governance, Workers, Environment, Community, and Customers) and relevant disclosures

SOME NEW DESIGNATIONS

In mid-2021, Warby Parker elected to be classified as a public benefit corporation (PBC). That designation indicates that a for-profit company adheres to a higher level of transparency, accountability, and purpose than a traditional C Corporation. It also gives the company's leadership the legal protection to act in the best interest of all stakeholders—not just shareholders.

We're very excited about this conversion, which we believe will help us achieve long-term sustainability and profitability. It both strengthens our position as an ESG leader and provides greater flexibility in decision making. It also legally codifies Warby Parker's mission to bring vision to all and allows future management teams to remain committed to executing this mission. We believe this change will allow the company to continue to attract and retain talent while also decreasing business risk by allowing us to prioritize key stakeholders' interests in the long run.

Last July, we were recertified as a B Corp, a designation given by the organization B Lab to businesses that undergo a rigorous evaluation of how their company's operations and business model impact their workers, community, environment, and customers. We believe that B Corp certification will allow us to double down on our goals and values and to make an even bigger impact as we continue to lead the way for socially conscious businesses. Businesses in this category commit to reducing inequality, strengthening communities, and creating more high-quality jobs. In balancing profit and purpose, they use financial standing and growth to make a positive impact for employees, the community, and the environment. We intend to use our PBC and certified B Corp status to further formalize what's always been embedded in our DNA: making vision accessible to all and proving that a business can scale and do good without charging a premium. We hope to continue to prove to other businesses and entrepreneurs that you can do well while doing good.



Artwork by Fanny Luor at Warby Parker Victoria Gardens

Our Board of Directors

NEIL BLUMENTHAL

Co-founder and co-CEO

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

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

ANDY HUNT

Co-founder

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

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

DAVE GILBOA

Co-founder and co-CEO

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

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

JEFF RAIDER

Co-founder

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

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

TERESA BRIGGS

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

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

JOEL CUTLER

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

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

YOUNGME MOON

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

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

GABRIELLE SULZBERGER

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

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

RONALD A. WILLIAMS

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

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

Appendix

ABOUT THIS REPORT

Forward-Looking Statements

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

A Word about Materiality

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

Warby Parker Impact Foundation

Though mentioned in this report, the contents of the websites warbyparkerfoundation.org and warbyparker.com are separate and do not form a part of this report.

Environment	
Climate change and energy	<p>Measures and commitments to mitigate climate change through energy usage and savings within operations; GHG emission, water, and waste reductions.</p> <p>+ We manage our carbon, water, and waste footprint in order to mitigate the effects of climate change on both the environment and human health. - Our business creates and sells products, and we utilize Earth’s resources to do so. Symptoms of climate change, like more intense droughts, storms, heat waves, as well as increasingly warming oceans and air and water pollution, affect the health of people, animals, and the planet. We are actively working to minimize our impact.</p>
Sustainable design	<p>Designing and manufacturing that reduces virgin materials used; designing for recyclability and responsible disposal.</p> <p>+ Using better—and fewer—materials reduces our environmental impact, preserves resources, and sets new standards for our industry. Through responsible design, consumption, and production, we engage employees and customers in promoting a more sustainable economy.</p>
Social	
Access to eye care	<p>Providing access to eye care through our Buy a Pair, Give a Pair program, which includes Pupils Project.</p> <p>+ We have helped distribute over 10 million pairs of eyeglasses to people in need in over 50 countries through our Buy a Pair, Give a Pair program, enabling them to lead safe, happy, and productive lives. We also advocate for wider access to vision services, support studies related to eye health, and help advance work educating communities on the importance of eye health.</p>
Community engagement	<p>Engaging with both the communities where we operate and around the world.</p> <p>+ We engage through volunteering, providing product and financial donations, and spearheading programs and events that benefit our communities. - While we make every effort to partner with organizations that are creating long-term, sustainable impact, we recognize donation programs may not always create systems that can serve people for decades to come.</p>
Civic engagement	<p>How we use our voice, resources, and platform to empower and educate our employees, recruit other business leaders, and take meaningful action to safeguard the democratic process and advocate for issues we believe in.</p> <p>+ We advocate for wider access to vision services, educate communities on the importance of eye health, and provide people with the eye care they need. We also advocate for U.S. policies we believe support key parts of Warby Parker’s identity, including LGBTQ+ rights, net neutrality, voting rights, and immigration.</p>

Social	
Employee wellness	<p>Efforts to support employees holistically, including policies, benefits, resources, and programming.</p> <p>+ We support our employees’ mental, physical, social, and financial well-being. We encourage employee safety and health through policies and programs for risks and needs related to the welfare of all people in our workplaces. - While our employee programs are informed by employee experiences and perspectives, some employees may find our programs do not address all their needs.</p>
Compensation and living wage	<p>Aim to pay employees fairly and, at a minimum, to pay a local living wage.</p> <p>+ Paying employees a living wage is essential to ensuring their well-being and protecting their human rights. Living wages also support a fairer economy by reducing income inequality and poverty. - Possible negative implications of raising wages include loss of jobs and economic inflation</p>
Learning, development, and training	<p>Programs and initiatives that give employees the resources and skills to pursue further career opportunities at Warby Parker (and beyond) while enabling them to succeed in their current roles.</p> <p>+ These programs help employees grow in our company and develop meaningful skills, while supporting them in providing great service to our customers.</p>
Customer experience	<p>Ensuring customers have positive experiences with our brand, operations, and products.</p> <p>+ Positive customer experiences and brand recognition attract more customers and employee talent and promote revenue and brand value. - Customers with unsatisfactory experiences may speak out, impacting brand reputation and potentially leading to losses in revenue.</p>
Inclusion, equity, and diversity	<p>Our commitment to create a fair, inclusive, and equitable workplace, in which every employee can succeed, grow, and bring their authentic self to work.</p> <p>+ We believe inclusion and equity are human rights, and we maintain an environment where employees and customers of all backgrounds feel seen, heard, and valued, regardless of gender, gender identity, race, color, ethnicity, national origin, religion, age, sexual orientation, or disability status. - We do not tolerate discrimination, harassment, or abuse. If an incident of discrimination, harassment or abuse were reported, it would be thoroughly investigated and addressed accordingly.</p>

Warby Parker – 2021 GRI Topic Definitions

Governance and Ethics	
Ethics and integrity	<p>Operating in compliance with local laws; employee awareness of policies for bribery and corruption; living our values and demonstrating leadership for others to follow.</p> <p>+ We strive to govern ethically to protect the integrity of our business and the human rights of the people we engage with, from our employees and suppliers to our customers and communities.</p>
Accountable and inclusive governance	<p>Management's openness to stakeholder input; working with fairness and building trust through operations and reporting.</p> <p>+ Accountable, transparent, and integrated ESG strategy and reporting is important to our investors, employees, and customers.</p>
Responsible sourcing	<p>Social, ethical, and environmental performance factors considered when selecting materials and service suppliers.</p> <p>+ We provide growth opportunities for suppliers and engage with them to encourage a sustainable, responsible, and transparent supply chain, free of human rights abuses and environmental degradation.</p> <p>- While our Vendor Code of Conduct outlines our requirements for the fair treatment of all workers and our Social Compliance Program is in place to maintain compliance with those requirements, potential risks in our supply chain include child labor, forced labor, discrimination, harassment and abuse, wages and benefits, overtime, housing, freedom of association, subcontracting, health and safety, and bribery, as well as environmental and community impacts like land use and sustainable economies in areas around supplier sites. We did not find evidence of any of these abuses in our supply chain in 2021.</p>
Economic	
Data security and privacy	<p>Compliance in collecting, storing, protecting, and using customer and supplier data.</p> <p>+ Keeping customer information in our system allows for an easier, more efficient shopping experience.</p> <p>- If our security systems are breached, personal information like customer prescriptions, profiles, health information, and payment data could be exposed.</p>
Tax and economic contribution	<p>Compliance with tax regulations and authorities.</p> <p>+ Our business operations contribute significant economic benefits to local economies.</p>

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

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
Organizational Profile		
102-1	Organizational details	Warby Parker Inc. Warby Parker is a publicly traded Delaware public benefit corporation. Headquarters: New York, New York About Us, p. 4
102-2	Entities included in the organization’s sustainability reporting	All operating subsidiaries are included in our sustainability reporting. The entities are: Warby Parker Inc. Warby Parker Retail Inc. WPCA Holdings Inc. WPVA Real Estate LLC
102-3	Reporting period, frequency and contact point	Impact reporting is from January 1–December 31, 2021 Financial reporting is shared annually. Impact Report publication date: April 2022 Contact information for report questions: socialinnovation@warbyparker.com
102-4	Restatements of information	In previous reports, we stated that we piloted the Warby Parker Social Compliance Program alongside the independent fair-labor monitoring group Verité in 2011 and formalized it for our direct and key indirect suppliers in 2012. This has been corrected to state that we piloted in 2012 and formalized it in 2013.
102-5	External assurance	We did not seek external assurance for this report.

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-6	Activities, value chain and other business relationships	About Us, p. 4 Employees, p. 18 Community, p. 34 Our Supply Chain, p. 53 Our Retail Locations Warby Parker serves customers in the U.S. and Canada; the majority of our sales are direct to consumers on an individual basis, with a small percentage coming from bulk orders, such as corporate gifting. Our In-Store Prescription Check service and Prescription Check app are not allowed in all states due to telehealth regulations and other restrictions. Contacts are not yet sold in Canada. Some New Designations, pp. 62 Warby Parker went public in September 2021. There have been no other major changes to the business or value chain.
102-7	Employees	About Us, p. 4 Employees, p. 18 The majority of Warby Parker’s activities are performed by workers employed by Warby Parker. Total number of employees by employment contract in Canada in 2021: 16 full-time, 20 part-time
102-8	Workers who are not employees	Employees, p. 18 The majority of Warby Parker’s activities are performed by workers employed by Warby Parker.
102-9	Governance structure and composition	Embracing Accountability, p. 61 Our Board of Directors, p. 63 Governance Documents Nominating and Corporate Governance Committee Charter
102-10	Nomination and selection of the highest governance body	Nominating and Corporate Governance Committee Charter Corporate Governance Guidelines

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-11	Chair of the highest governance body	Warby Parker's co-CEOs are the co-Chairs of the Board of Directors. As the founders of our business, our co-CEOs have a deep knowledge of our business and industry. We prevent and mitigate conflicts of interest through our majority independent Board (7 out of 9 directors are independent), and through our Related Party Transactions Policy. Under the policy, any transactions involving a "related party" and/or that could pose a conflict of interest are reviewed and approved by our Audit Committee, which consists of fully independent directors.
102-12	Role of the highest governance body in overseeing the management of impacts	Embracing Accountability, p. 61 Governance Documents Nominating and Corporate Governance Committee Charter The Board of Directors and Committees meet at least quarterly and senior management keeps the board apprised of developments in the business.
102-13	Delegation of responsibility for managing impacts	Embracing Accountability, p. 61 The Senior Management team and the Nominating and Corporate Governance Committee oversee the Social Innovation department, which manages Warby Parker's impacts on the economy, environment, and people.
102-14	Role of the highest governance body in sustainability reporting	Our board members were surveyed as part of Warby Parker's materiality assessment in 2020. More information on our materiality assessment process can be found here: Maximizing Our Impact Through Strategy , p. 13 In addition, our Nominating & Governance Committee, which oversees our ESG initiatives, reviews our Impact Report.

Warby Parker's 2021 Impact Report applies to the 2021 GRI Universal Standards. The year attached to GRI refers to the Standards issue date.

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-15	Conflicts of interest	Corporate Governance Guidelines Audit Committee Charter The Audit Committee is responsible for approving any transactions that could present a conflict of interest. The Audit Committee is fully independent and if there are any related-party transactions or transactions that could have the appearance of a conflict of interest, those will be reported annually in our Proxy Statement, which is filed with the SEC and delivered to shareholders.
102-16	Communication of critical concerns	Warby Parker Social Compliance Program, p. 58 The Board of Directors and Committees meet at least quarterly and senior management keeps the board apprised of developments in the business, including any critical concerns that may arise. Concerns are logged to record the number and nature of complaints (such as whistleblower concerns or employee-relations issues).
102-17	Collective knowledge of the highest governance body	Embracing Accountability, p. 61 The members of the Board are also members of other organizations' boards and build a diverse set of skills and expertise. The Chair of the Nominating and Governance Committee has extensive ESG experience, and has advised other companies on how to meet their ESG guidelines.
102-18	Evaluation of the performance of the highest governance body	Corporate Governance Guidelines Annual evaluations of the Board of Directors and its Committees, including on oversight of ESG management at Warby Parker, are conducted by the Chair of the Nomination and Governance Committee.
102-19	Remuneration policies	Compensation Committee Charter SEC Filing September 2021

Global Reporting Initiative (GRI) Index

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-20	Process to determine remuneration	<p>Compensation Committee Charter</p> <p>We have a fully independent Compensation Committee, which retains an independent compensation consultant to ensure that compensation is consistent with market practice.</p>
102-22	Statement on sustainable development strategy	A Message From Our Co-CEOs, p. 3
102-23	Policy commitments	<p>A Message From Our Co-CEOs, p. 3</p> <p>Core Values, p. 6</p> <p>Our Focus, p. 7</p> <p>Warby Parker Social Compliance Program, p. 58</p> <p>A Holistic Overview, p. 15</p> <p>Vendor Code of Conduct</p> <p>We require all of our direct suppliers to comply with our Vendor Code of Conduct. In addition to our Vendor Code of Conduct requiring that all vendors be compliant with local laws related to wages and overtime, we undertake efforts to make sure that employees are treated fairly, provided a safe work environment, and legally compensated for their work.</p> <p>We have established the general principles that represent our minimum expectations and serve only as a starting point for our direct suppliers to evaluate their own practices and working conditions, as well as those of any subcontractors. Failure to do so may result in Warby Parker's suspension of all production and the termination of any business relationship.</p>
102-24	Embedding policy commitments	<p>Warby Parker Social Compliance Program, p. 58</p> <p>Vendor Code of Conduct</p>

Warby Parker's 2021 Impact Report applies to the 2021 GRI Universal Standards. The year attached to GRI refers to the Standards issue date.

Global Reporting Initiative (GRI) Index

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-26	Mechanisms for seeking advice and raising concerns	<p>Helping the World Through Partnership, p. 39</p> <p>Warby Parker Social Compliance Program, p. 58</p> <p>Vendor Code of Conduct</p>
102-27	Compliance with laws and regulations	<p>During the 2021 reporting period, there were no instances of noncompliance with laws and regulations that would lead to significant fines or nonmonetary sanctions.</p> <p>Significant instances of noncompliance are defined as something that would have a major, negative impact on Warby Parker's financial results, operations or reputation.</p>
102-28	Membership associations	<p>Helping the World Through Partnership, p. 39</p> <p>Warby Parker Impact Foundation, p. 12</p> <p>We are members of a number of organizations in which we are able to support our immediate stakeholders:</p> <p>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; Coalition for the American Dream, a coalition of businesses, trade associations, and other groups that have come together to seek the passage of bipartisan legislation that gives Dreamers a permanent solution; Tech:NYC, a nonprofit working to attract tech talent to New York City and to encourage policies that facilitate tech growth; Partnership for New York City, which promotes economic growth by working with government, labor, and the nonprofit sector in order to maintain the city's position as a global center of commerce and innovation; the Civic Alliance, a nonpartisan coalition of businesses united by a commitment to a thriving democracy; and Business for America, also a nonpartisan nonprofit focused on improving America's civic health.</p> <p>We are also part of the EYEliance, a multi-sector coalition of public, private, and nongovernmental partners collaborating to address the global need for glasses.</p>

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
102-29	Approach to stakeholder engagement	Our Stakeholders, p. 8 Employees, p. 18 Our Community, p. 34 Customers, p. 45 Warby Parker Impact Foundation, p. 12
102-30	Collective bargaining agreements	Vendor Code of Conduct None of Warby Parker's employees are covered by collective bargaining agreements.

MATERIAL TOPICS

103-1	Process to determine material topics	Maximizing Our Impact Through Strategy, p. 13 2021 GRI Topic Definitions, p. 66
103-2	List of material topics	2021 GRI Topic Definitions, p. 66 There have been no changes to our list of GRI topics compared to our 2020 Impact Report.

Indirect economic impacts

103-3	Management of material topics	Our Community, p. 34 Our Buy a Pair, Give a Pair Program, p. 35 At School With Pupils Project, p. 36 Community Initiatives In Response to COVID-19, p. 38 Volunteering, p. 27 2021 GRI Topic Definitions, p. 66
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Warby Parker's 2021 Impact Report applies to the 2021 GRI Universal Standards. The year attached to GRI refers to the Standards issue date.

MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
Anti-corruption		
103-3	Management of material topics	Code of Conduct Some New Designations, p. 62 Anti-corruption and the Foreign Corrupt Practices Act are addressed in our Code of Conduct. We also have a comprehensive internal Anti-Corruption and Foreign Corrupt Practices Act (FCPA) Policy, which we adopted in 2021, and address anti-corruption in our internal Conflict of Interest Policy, Vendor Compliance Manual, and Insurance Compliance Manual.
205-1	Operations assessed for risks related to corruption	Embracing Accountability, p. 61 We conduct an annual enterprise risk assessment and financial fraud risk assessment as well as other periodic risk assessments across different areas of the company. We have not identified significant risks related to corruption through the assessments performed.
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2021.
Anti-competitive behavior		
103-3	Management of material topics	Compensation Practices, p. 33 Code of Conduct
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Embracing Accountability, p. 61 During the 2021 reporting period, there were no known instances of noncompliance with regulations concerning anti-competitive behavior, anti-trust, or monopoly practices.

MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
Materials		
103-3	Management of material topics	Managing Our Carbon Footprint, p. 51 Sourcing With Transparency, p. 54 Product Quality and Safety, p. 45
301-1	Materials used by weight or volume	Sourcing With Transparency, p. 54
301-2	Recycled input materials used	Sourcing With Transparency, p. 54
Emissions		
103-3	Management of material topics	Managing Our Carbon Footprint, p. 51-52
305-1	Direct (Scope 1) GHG emissions	Managing Our Carbon Footprint, p. 51-52
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Carbon Footprint, p. 51-52
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Carbon Footprint, p. 51-52
Employment		
103-3	Management of material topics	Employees, p. 18 Warby Wellness, p. 19 Employee Engagement and Belonging, p. 20 Continuous Feedback, p. 26 Compensation Practices, p. 33
401-1	New employee hires and employee turnover	Employees, p. 18

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MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
Employment		
401-2	Benefits provided to full-time employees that are not provided to part-time or temporary employees	Warby Wellness, p. 19
Diversity and equal opportunity		
103-3	Management of material topics	Inclusion, Equity, and Diversity, p. 28 Employee Engagement and Belonging, p. 20 Employee Resource Groups, p. 21 Building A Diverse Team and Leadership, p. 29 How We're Working To Achieve Equity, p. 41 Racial Equity Strategy
405-1	Diversity of governance bodies and employees	Inclusion, Equity, and Diversity, p. 28-32 Racial Equity Strategy
Non-discrimination		
103-3	Management of material topics	Utilizing Our Reach for Progress, p. 40 Inclusion, Equity, and Diversity, p. 28-29 Racial Equity Strategy
406-1	Incidents of discrimination and corrective actions taken	During the 2021 reporting period, all reported incidents were investigated thoroughly and there were no incidents of discrimination requiring action in a court of law.
Local communities		
103-3	Management of material topics	Our Community, p. 34

MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
Local communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Our Community, p. 34 We implement community engagement initiatives in 100% of the areas we operate in, examples of which are highlighted throughout our Impact Report.
Supplier social assessment		
103-3	Management of material topics	Sourcing With Transparency, p. 54 How Social Compliance Shapes Our Supply Chain, p. 58 2021 GRI Topic Definitions, p. 66
414-1	New suppliers that were screened using social criteria	As of January 1, 2022, all new product-development suppliers are screened using our New Vendor Procurement Protocol, which contains social criteria. No new product-development suppliers were onboarded in 2021.
414-2	Negative social impacts in the supply chain and actions taken	Sourcing With Transparency, p. 54 How Social Compliance Shapes Our Supply Chain, p. 58 2021 GRI Topic Definitions, p. 66
Public policy		
103-3	Management of material topics	Utilizing Our Reach for Progress, p. 40 2021 GRI Topic Definitions, p. 66
415-1	Political contributions	We did not make any political contributions in 2021.
Customer health and safety		
103-3	Management of material topics	Continuing to Adapt to COVID-19, p. 47 Product Quality and Safety, p. 45

Warby Parker's 2021 Impact Report applies to the 2021 GRI Universal Standards. The year attached to GRI refers to the Standards issue date.

MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
Customer health and safety		
103-3	Management of material topics	Our Vendor Compliance Manual includes protocols our suppliers must follow to ensure quality control standards meet regulatory requirements with respect to California's Proposition 65. We have a multi-stage quality assurance process to ensure that all products meet our production standards. All prescription glasses orders go through a full quality inspection before kitting and shipping, which includes a visual inspection of frames and lenses, standard bench alignment, and verification of the prescription and measurements. For our Home Try-On program, frames are cleaned either by hand or with a cleaning machine. The process works by removing any debris found on the frame or lenses using a large ultrasonic cleaner. The glasses are then held in a solution of deionized water and a high-purity liquid concentrate detergent.
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety, p. 45 100% of Warby Parker's products are assessed for health and safety impact improvements.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no significant incidents of noncompliance with laws or regulations in 2021.
Customer privacy		
103-3	Management of material topics	Privacy Policy Our Privacy Policy tracks applicable laws, and we follow opt-out mechanisms required by laws like the California Consumer Privacy Act.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy Policy We have not identified any substantiated complaints concerning breaches of customer privacy in 2021.

GRI Topic	Focus Areas
Access to eye care	   
Customer experience	 
Ethics and integrity	
Inclusion, equity, and diversity	 
Employee wellness	
Compensation and living wage	  
Data security and privacy	 
Community engagement	   

GRI Topic	Focus Areas
Civic engagement	  
Learning, development, and training	 
Climate change and energy	 
Accountable and inclusive governance	  
Responsible sourcing	 
Sustainable design	 
Tax and economic contribution	 

See page 66 for GRI topic definitions.

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response
Management of Chemicals in Products				
CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	n/a	<p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> Proposition 65 The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2) REACH regulation <p>Product Quality and Safety, p. 45</p> <p>Our Vendor Compliance Manual outlines our required regulatory and performance testing protocols, which were created in partnership with a global third-party testing agency, and reserves the right of Warby Parker to cancel any purchase orders should the supplier fail to comply or the product be found to not be in compliance.</p>
CG-AA-250a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	<p>Acetate comprises the majority of materials used in our products. Our frames fall under the category of Class I medical devices as defined by ISO 10993, and must be evaluated for biocompatibility.</p> <p>Our primary acetate suppliers regularly conduct tests required by ISO 10993 and submit documentation to medical consultants, who have favorable opinions on biocompatibility. These tests and alignment with ISO 10993 help mitigate potential risks associated with human health impacts.</p> <p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> Proposition 65 The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2) REACH Substances of Very High Concern (SVHCs) <p>The main supplier of hinge and core wire for our acetate frames follows specific procedures for the approval of the materials, and carries out random testing for the possible presence of materials that are prohibited by international regulations.</p> <p>These policies do not differ by geography.</p> <p>Product Quality and Safety, p. 45</p>

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response
Environmental Impacts in the Supply Chain				
CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	Percentage (%)	<p>100% of our factories must demonstrate a regard for the environment, as well as compliance with all applicable local environmental laws. Wastewater discharge is not a material issue for our business, since minimal water is used in the process of manufacturing our glasses. Most water usage in our supply chain occurs during plating. However, none of our Tier 1 suppliers manage this process at their facilities.</p> <p>Managing Our Carbon Footprint, p. 51 Sourcing With Transparency, p. 54</p>
CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	<p>Because Warby Parker is an eyewear company that must adhere to biocompatibility standards for medical devices, the Higg Facility Environmental Module is less relevant to our business. The majority of our Tier 1 suppliers, who each represent >10% of our business, are certified to the ISO 14001:2015 standard. This standard provides a framework for suppliers to take action to protect the environment. The standard also specifies requirements that enable suppliers to achieve the intended outcomes the standard sets through its environmental management system.</p>

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response
Labor Conditions in the Supply Chain				
CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	<p>100% of our Tier 1 suppliers are audited by our third-party auditor, Verité. They also audit the majority of our Tier 2 suppliers.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 58 Warby Parker Social Compliance Program, p. 58</p> <p>Vendor Code of Conduct</p>
CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	Rate	<p>While most of our routine social compliance in-person visits were able to resume in early 2021, there were some vendors who we were unable to visit in person due to continued COVID-19 concerns and some local challenges with Verité in China. We continue to remain in close contact with all our suppliers, and plan to have Verité visit those who we could not see in 2021 when it is safe to do so. 100% of suppliers audited in 2021 scored Good or Excellent in our Social Compliance Program.</p> <p>Verité reported that employee welfare and benefits did not seem to be negatively affected by any changes related to the pandemic. Suppliers identified as being noncompliant are required to complete a Corrective Action Report that requires them to disclose information on employment policies, compensation and hours, and health and safety. Our auditors provide recommendations for corrective actions for zero-tolerance issues, immediate action issues, and continuous improvement. We arrange follow-up visits from our auditors for suppliers who need additional support in remediating any open issues and making sustained improvements.</p> <p>Vendor Code of Conduct</p>

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response
Labor Conditions in the Supply Chain				
CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	n/a	<p>All Warby Parker Tier 1 and key Tier 2 suppliers must maintain a score of "Good" or higher in our Social Compliance Program. To calculate suppliers' scores, we assess three categories, which focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each, Policy and Procedure, Implementation, and Performance. Within these areas, we weigh specific elements differently, with some issues considered zero tolerance, including forced labor, child labor, and human trafficking.</p> <p>Examples of items evaluated under each key risk category in our supply chain include:</p> <p>Management system: organization structure, monitoring systems, risk assessments, policies and Codes of Conduct, etc.</p> <p>Labor: working hours and overtime, recruitment and employment, wages and benefits, harassment and abuse, discipline and termination, etc.</p> <p>Environmental health and safety: emergency preparedness, machine and wiring safety, chemical management, waste management, first aid, etc.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 58 Warby Parker Social Compliance Program, p. 58 About this Report, p. 65</p> <p>Form 10-K</p>

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response
Raw Materials Sourcing & Innovation				
CG-AA-440a.1	Description of environmental and social risks associated with sourcing priority raw materials	Discussion and Analysis	n/a	<p>The priority raw materials that make up our glasses include:</p> <ul style="list-style-type: none"> Cellulose acetate Acrylic Polycarbonate Stainless steel Titanium <p>All glasses suppliers may only use raw materials and suppliers recommended by Warby Parker to ensure expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. All strategic raw material suppliers must maintain a score of “Good” or higher in our Social Compliance Program. To calculate the score, we assess three categories, which focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each, Policy and Procedure, Implementation, and Performance.</p> <p>Impact Report: Product Quality and Safety, p. 45 Sourcing with Transparency, p. 54 How Social Compliance Shapes Our Supply Chain, p. 58</p>
CG-AA-440a.2	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard	Quantitative	Percentage (%) by weight	<p>International Sustainability and Carbon Certification (ISCC) is a globally applicable sustainability-certification system and covers all sustainable feedstocks, including agricultural and forestry biomass, biogenic wastes and residues, circular materials, and renewables. 100% of the cellulose acetate for our frames comes from ISCC-certified suppliers.</p> <p>Our main supplier of the hinge and core wire that goes into our acetate frames is certified to ISO90001. The Italian facility of our nonprescription sun lenses is certified by the globally recognized energy management standard ISO 50001. We will continue to collect additional information from our top raw material suppliers.</p>
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1				
CG-AA-000.A	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Quantitative	number	We have more than five Tier 1 suppliers. The exact number of our suppliers is currently confidential.

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

WARBY PARKER