

WARBY PARKER

RACIAL EQUITY  
STRATEGY

# Warby Parker was founded with a mission: to inspire and impact the world with vision, purpose, and style. To achieve this, we strive to celebrate the diverse backgrounds and perspectives of our employees, our customers, and our partners.

Over the past few weeks, we have been strengthening our commitment to inclusion, equity, and diversity. Warby Parker remains dedicated to building a workplace that supports, recognizes, and celebrates all of our team members, of any identity or life experience.

Today, we're sharing our plan to promote racial equity within Warby Parker, the industries in which we operate, and beyond. We've laid out a strategic framework to:

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

This is an evolution of the work we've been passionate about since Warby Parker's founding—and a look ahead at work still to come. We will move forward diligently and transparently, focused on impacting and inspiring the world with vision and purpose. Within our plan, we've also detailed our financial commitment to combating systemic racism, which now exceeds our initial \$1 million pledge.

# Racial Equity Strategy

We're expanding our existing **inclusion, equity, and diversity** initiatives as well as our **social innovation** efforts as we stand against systemic racism—inside the workplace and beyond.

## INCLUSION, EQUITY, AND DIVERSITY

To better ensure we are offering equitable opportunities and experiences to Black people, Indigenous people, and People of Color (BIPOC) on or hoping to join our team, we have developed an action plan that embeds inclusivity and equity into every part of the employee journey and increases BIPOC representation in management and leadership positions at Warby Parker.

### OUR FOCUS AREAS

Recruiting  
and Hiring

Training  
and Development

Engagement  
and Belonging

## SOCIAL INNOVATION

Warby Parker was founded with a commitment to social innovation. This philosophy guides our problem-solving, organizes our community outreach efforts, and helps us plot the growth of our Do Good initiatives. We're adding three newly defined racial equity pillars to our current six areas of impact—specific to fostering inclusion, equity, and diversity within Warby Parker and our community.

### EXISTING SOCIAL INNOVATION AREAS OF IMPACT

Access to Eyecare

Community Engagement

Advocacy and Activism

Social Compliance

Environmental Sustainability

The Arts

### NEW RACIAL EQUITY PILLARS

Educational Opportunity

Economic Advancement

Political Engagement

## SHARING PROGRESS

We will share progress in our annual Impact Report as well as in our annual Strategic Operating Plan, which is reviewed and approved by our Board of Directors.

## GOAL 1

### **Increase Black and BIPOC representation in leadership at Warby Parker**

#### **ACTION PLAN:**

- Establish targets to increase Black and BIPOC representation by function and department across Warby Parker\*
- Train and retrain 100% of current and future recruiters, interviewers, and hiring managers on bias-mitigation techniques to enable a fair, equitable 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
- Add Black representation to Warby Parker's Board of Directors

\*Find more information about our representation targets on p. 9.

Recruiting and Hiring

## GOAL 2

### **Increase engagement and belonging among our BIPOC team members**

#### **ACTION PLAN:**

- Increase participation in external surveys that rigorously benchmark inclusion, equity, and diversity
- Enhance resources that drive engagement and belonging, including but not limited to engagement and inclusion surveys, mental health and well-being resources, Employee Resource Groups, and more
- Apply a more inclusive lens to our branding and initiatives (e.g., speaker series, frame fit and naming, brand projects) to better reflect the diversity of our team

Engagement and Belonging

GOAL 3

**Create more growth opportunities for our BIPOC team members**

**ACTION PLAN:**

- Build structured leadership development, training, and mentorship programs for our BIPOC team members
- Provide training and new skill development for BIPOC career switchers in software engineering, product management, and UX/UI design to create growth opportunities at Warby Parker and beyond
- Ensure equitable promotion practices across all levels of the organization
- Build a more structured internal mobility program to ensure equitable opportunities

Training and Development

GOAL 4

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

**ACTION PLAN:**

- Train and retrain 100% of team members on mitigating bias and practicing inclusive behaviors
- Invest in additional executive leadership and manager training and coaching
- Hold sessions for conversation and feedback between executive leadership and team members on inclusion, equity, and diversity

Training and Development

**FUNDING ALLOCATED:**

\$300,000 toward training and development opportunities for BIPOC employees

## GOAL 5

### Ensure BIPOC students across the U.S. have the vision care they need to succeed academically

#### **ACTION PLAN:**

- Provide free vision screening, eye exams and glasses to students in need
- Continue to support and expand our Pupils Project program\* in New York City, Baltimore, Philadelphia, and Boston
- Expand our Pupils Project program to reach an additional 500,000 students targeting large cities with high BIPOC populations across the country over the next five years

#### **ISSUE CONTEXT:**

- In low-income communities across the country, 95% of children who need glasses don't have them. (That's about 2,000,000 kids.)<sup>1</sup>
- Mexican Americans and non-Hispanic Blacks are more likely to have inadequate vision correction than whites, most notably among 12-to 19-year-olds.<sup>2</sup>
- Around 80% of learning occurs via visual activities like reading, writing, and using computers; studies conclude that uncorrected vision problems inhibit a child's ability to read and, crucially, vision correction improves performance.<sup>3</sup>
- According to averaged data from the three cities where we currently operate Pupils Project, over 50% of the students who receive free glasses via the program identify as Black; over 80% identify as BIPOC.<sup>4</sup>

#### **FUNDING ALLOCATED:**

- \$10 million to fund Pupils Project expansion over the next five years

\*Visit [warbyparker.com/impact-report](https://warbyparker.com/impact-report) to learn more about Warby Parker's Pupils Project.

Educational Opportunity

## GOAL 6

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

#### **ACTION PLAN:**

- Work with leading optometry schools to fund scholarships for Black optometry students
- Support optometry schools in developing and executing their inclusion and diversity strategy
- Increase awareness of optometry careers among Black college students
- Donate to organizations offering early technology education, like CSNYC

#### **ISSUE CONTEXT:**

- Only 2.7% of optometrists identify as Black; the industry has historically low Black representation (including in governing bodies) due to low awareness and exposure.<sup>5</sup>
- Increased diversity among healthcare professionals better ensures providers who represent and empathize with their patients' cultural backgrounds and beliefs are able to give a higher standard of care.<sup>6</sup>
- High tech is 7.4% Black. (The high-tech sector refers to industries with large concentrations of workers in STEM: science, technology, engineering, and mathematics.)<sup>7</sup>
- Computer science education breaks down gender and racial barriers and creates greater diversity and equality in tech.<sup>8</sup>

#### **FUNDING ALLOCATED:**

- \$500,000 to fund scholarships for Black optometry students over the next five years
- \$150,000 to fund early tech education over the next five years

Educational Opportunity

## GOAL 7

### Support Black entrepreneurs

#### **ACTION PLAN:**

- Provide capital to Black entrepreneurs through Black Girl Ventures
- Alongside capital, provide mentorship to Black entrepreneurs from Warby Parker senior leadership

#### **ISSUE CONTEXT:**

- Only 1% of venture-backed companies have a Black founder.<sup>9</sup>
- 28% of Black entrepreneurs reported a lack of access to capital and support that restricted profits, compared to 10% of white entrepreneurs.<sup>10</sup>
- Increasing the diversity of leadership teams leads to more and better innovation and improved financial performance.<sup>11</sup>
- Compared to other BIPOC groups, the rate of new Black entrepreneurs between 1996 and 2015 is the lowest: of all new entrepreneurs, 8.4% in 1996 and 8.9% in 2015.<sup>12</sup>

#### **FUNDING ALLOCATED:**

- As previously announced, we donated \$100,000 to Black Girl Ventures in June. We are currently exploring additional funding opportunities.
- \$50,000 to support Black entrepreneurs

Economic Advancement

## GOAL 8

### Support Black and BIPOC creative partners and collaborators

#### **ACTION PLAN:**

- Ensure 20% of creative collaborators and partners (artists, photographers, models, hair and makeup artists, stylists, content creators, and more) are Black or Black-owned businesses
- Ensure 45% of creative collaborators and partners are BIPOC or BIPOC-owned businesses
- Analyze vendor and partner base at a department level to identify further opportunities to increase share of BIPOC partners

#### **ISSUE CONTEXT:**

- It's important that our brand reflects our team, our customers, and our communities. Data from the U.S. Census Bureau shows that, in 2019, 13.4% of people identified as Black and 42.1% identified as BIPOC.<sup>13</sup>
- Supporting Black-owned business promotes job creation for Black community members and helps close the racial wealth gap.<sup>14</sup>

#### **FUNDING ALLOCATED:**

- Funding for these partnerships will be allocated from our existing budgets for creative collaborators and partners, and based on this action plan, will increasingly flow to Black and BIPOC owned businesses and individual contributors.

Economic Advancement

## GOAL 9

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

#### **ACTION PLAN:**

- Support NAACP Legal Defense and Education Fund, Inc.
- Support Equal Justice Initiative
- Implement 2020 employee match program to organizations fighting systemic racism
- Provide volunteer time for employees to work with organizations fighting systemic racism

#### **ISSUE CONTEXT:**

- Institutions varying from education and housing to our criminal legal system are steeped in systemic racism and inequities that continue to disadvantage communities of color.<sup>15</sup>
- Black Americans are more likely than white Americans to be arrested—and once arrested, more likely to be convicted. Once convicted, they are more likely to experience lengthy prison sentences.<sup>16</sup>
- In the U.S., Black individuals are twice as likely to be unemployed than white individuals. Once employed, Black individuals earn nearly 25% less than their white counterparts.<sup>17</sup>

#### **FUNDING ALLOCATED:**

- As previously announced, we donated \$100,000 each to the NAACP Legal Defense and Education Fund, Inc. and the Equal Justice Initiative in June.
- \$100,000 toward an employee match program to organizations fighting systemic racism

Political Engagement

## GOAL 10

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

#### **ACTION PLAN:**

- Support organizations focused on voting rights and turnout for the Black community
- Support [Time To Vote](#) for our employees and encourage other companies to do the same
- Advocate for election resources, especially amid the pandemic
- Educate our team and continue to provide resources for registration and safe voting

#### **ISSUE CONTEXT:**

- One out of five citizens who are eligible to vote are not registered.<sup>18</sup>
- Black and Latinx citizens are more likely than white citizens to face barriers at the polls.<sup>19</sup>
- Work and life demands are commonly cited reasons as to why people do not vote.<sup>20</sup>
- Up to 25% of African-American citizens of voting age across the country (in comparison to 8% of white citizens) do not have a government-issued photo ID, a voting requirement in many states.<sup>21</sup>

#### **FUNDING ALLOCATED:**

- \$100,000 to fund external organizations focused on civic engagement

Political Engagement



# We will increase Black and BIPOC representation in leadership at Warby Parker

It is paramount that employees see reflections of themselves across all teams and levels at Warby Parker. We recognize we have work to do to accomplish that, especially within leadership positions. We commit to adding more Black and BIPOC representation throughout Warby Parker.

By the end of 2024, we plan to have all areas of Warby Parker reflect the U.S. data as projected by U.S. Census Bureau. If an area of Warby Parker already exceeds those projections, our goal is to sustain that higher level of representation.

|                         | BLACK          |                | BIPOC          |                | FEMALE         |                |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                         | 2019<br>ACTUAL | 2024<br>TARGET | 2019<br>ACTUAL | 2024<br>TARGET | 2019<br>ACTUAL | 2024<br>TARGET |
| <b>Total</b>            | 14%            | 14%            | 46%            | 46%            | 61%            | 61%            |
| <b>Corporate</b>        | 7%             | 14%            | 27%            | 45%            | 66%            | 66%            |
| <b>Optical Lab</b>      | 9%             | 14%            | 60%            | 60%            | 51%            | 51%            |
| <b>Stores</b>           | 17%            | 17%            | 54%            | 54%            | 59%            | 59%            |
| <b>Store Management</b> | 15%            | 15%            | 48%            | 48%            | 57%            | 57%            |
| <b>Management</b>       | 4%             | 14%            | 24%            | 45%            | 60%            | 60%            |
| <b>Executive</b>        | 0%             | 14%            | 25%            | 45%            | 50%            | 51%            |

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.

The numbers in the 2019 columns illustrate our employee demographics in December 2019 (U.S. employees only), and we’ve projected targets through December 2024. Our Instagram post on June 13, 2020, was based on data reflective of May 31, 2020.

We understand that our employees’ identities are much more complex than standardized racial and ethnic categories can reflect, but for reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements, which limit gender to male or female. This categorization does not reflect our opinion; we believe that gender is non-binary.

## SOURCES

### Goal 5

<sup>1</sup> From the Founder and Co-Chairs. (n.d.). <https://visiontolearn.org/about/from-the-founder/>

<sup>2</sup> Teutsch, S. M., McCoy, M. A., Woodbury, R. B., & Welp, A. (Eds.). (2016). Making Eye Health a Population Health Imperative. National Academies of Sciences, Engineering, and Medicine; Health and Medicine Division; Board on Population Health and Public Health Practice, 44. <https://doi.org/10.17226/23471>

<sup>3</sup> Gracy D, Fabian A, Basch CH, Scigliano M, MacLean SA, et al. (2018) Missed opportunities: Do states require screening of children for health conditions that interfere with learning?. PLOS ONE 13(1): e0190254. <https://doi.org/10.1371/journal.pone.0190254>

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### Goal 6

<sup>5</sup> Association of Schools and Colleges of Optometry. (2018, May). Annual Student Data Report. Author. <https://optometriceducation.org/wp-content/uploads/2018/05/ASCO-Student-Data-Report-2017-18.pdf>

<sup>6</sup> Association of Schools and Colleges of Optometry. (2014). Diversity Awareness and Cultural Competence in Optometry | ASCO: Association of Schools and Colleges of Optometry. Retrieved from <https://optometriceducation.org/diversity-awareness-and-cultural-competence-in-optometry/>

<sup>7</sup> U.S. Equal Employment Opportunity Commission. (n.d.). DIVERSITY IN HIGH TECH | U.S. Equal Employment Opportunity Commission. <https://www.eeoc.gov/special-report/diversity-high-tech>

<sup>8</sup> Computer Science for All. (2020). CSNYC. <https://www.csforall.org/about/csnyc/>

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- <sup>11</sup> Center for Policy Analysis and Research, & Howard, T. (2019, April). The State of Black Entrepreneurship in America: Evaluating the Relationship Between Immigration and Minority Business Ownership. Congressional Black Caucus Foundation. <https://www.cbcfinc.org/wp-content/uploads/2019/05/CPAR-Report-Black-Entrepreneurship-in-America.pdf>
- <sup>12</sup> How Diverse Leadership Teams Boost Innovation. (2018, January 23). <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

### Goal 8

- <sup>13</sup> U.S. Census Bureau (2019). Quick Facts. Retrieved from <https://www.census.gov/quickfacts/fact/table/nashvilledavidsonbalancetennessee,US/PST045219>
- <sup>14</sup> McIntosh, K. (2020, February 27). Examining the Black-white wealth gap. <https://www.brookings.edu/blog/up-front/2020/02/27/examining-the-black-white-wealth-gap/>

### Goal 9

- <sup>15</sup> American Civil Liberties Union. (n.d.). Racial Justice. <https://www.aclu.org/issues/racial-justice>
- <sup>16</sup> The Sentencing Project. (2018, April). *Report to the United Nations on Racial Disparities in the U.S. Criminal Justice System*. Retrieved from <https://www.sentencingproject.org/publications/un-report-on-racial-disparities/>
- <sup>17</sup> Bertrand, M., & Mullainathan, S. (2004). Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination. *American Economic Review*, 94(4), 991–1013. <https://doi.org/10.1257/0002828042002561>

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### Goal 10

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<sup>19</sup> Vandermaas-Peeler, A., Cox, D., Fisch-Friedman, M., Griffin, R., & Jones, R. (2018, July). *American Democracy in Crisis: The Challenges of Voter Knowledge, Participation, and Polarization*. Public Religion Research Institute. Retrieved from <https://www.prii.org/research/American-democracy-in-crisis-voters-midterms-trump-election-2018/>

<sup>20</sup> About - Time To Vote. (n.d.). <https://www.maketimetovote.org/pages/about>

<sup>21</sup> American Civil Liberties Union. (n.d.a). Oppose Voter ID Legislation - Fact Sheet. <https://www.aclu.org/other/oppose-voter-id-legislation-fact-sheet>

