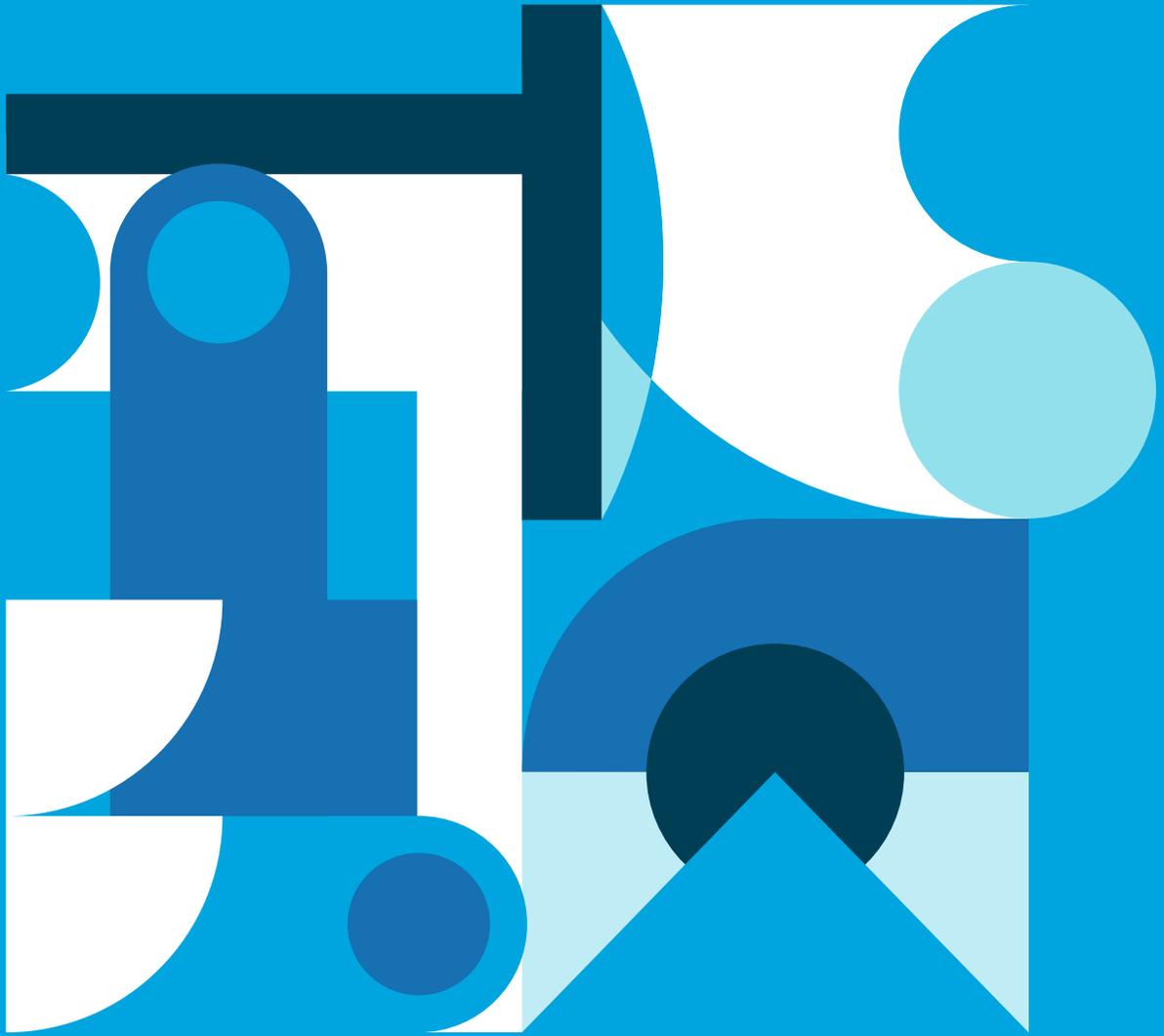


Impact Report 2023



WARBY PARKER

TABLE OF CONTENTS

Who We Are

- 04 [A Message From Our Co-CEOs](#)
- 05 [About Us](#)
- 07 [Core Values](#)
- 08 [Our Focus](#)
- 09 [Our Stakeholders](#)
- 10 [2023 at a Glance](#)
- 11 [What Being a Public Benefit Corporation and Certified B Corp Means](#)
- 12 [Warby Parker Impact Foundation](#)
- 13 [Understanding Our Impact](#)
- 15 [How It Comes Together](#)
- 16 [Goals](#)

Creating a Community

TEAM MEMBERS

- 19 [Growing with Integrity](#)
- 20 [Warby Well-being](#)
- 21 [Engagement and Belonging](#)
- 22 [Employee Resource Groups](#)
- 25 [Learning and Development Initiatives](#)
- 30 [Continuous Feedback](#)
- 31 [Volunteering](#)

INCLUSION, EQUITY, AND DIVERSITY

- 32 [How We Define Inclusion, Equity, and Diversity](#)
- 33 [Building a Diverse Team and Leadership](#)
- 37 [Compensation Practices](#)

OUR COMMUNITY

- 39 [Our Buy a Pair, Give a Pair Program](#)
- 43 [Making Progress Toward Equity](#)

Expanding What We Offer

CUSTOMERS

- 48 [Product Quality and Safety](#)
- 49 [Simplifying Vision Care](#)
- 50 [All the Ways to Warby Parker](#)
- 51 [Connecting with Our Customers](#)
- 52 [Evaluating Feedback](#)

How We See Sustainability

ENVIRONMENT

- 55 [Managing Our Carbon Footprint](#)
- 59 [Our Supply Chain](#)
- 60 [Our Approach to Sourcing](#)
- 65 [Sustainability in Our Products](#)
- 67 [How Social Compliance Shapes Our Supply Chain](#)
- 69 [Sustainability Across Our Offices](#)

The Way We Govern

- 71 [Embracing Accountability](#)
- 71 [Data Privacy and Security](#)
- 72 [Our Approach to CSR](#)
- 73 [Our Board of Directors](#)

Appendix

- 76 [About This Report](#)
- 77 [Data Tables Index](#)
- 80 [GRI Topic Definitions](#)
- 82 [GRI Index](#)
- 90 [SDG Index](#)
- 91 [SASB Index](#)

Who We Are

A Message From Our Co-CEOs 04

About Us 05

Core Values 07

Our Focus 08

Our Stakeholders 09

2023 at a Glance 10

What Being a Public Benefit Corporation and Certified B Corp Means 11

Warby Parker Impact Foundation 12

Understanding Our Impact 13

How It Comes Together 15

Goals 16

A Message From Our Co-CEOs



Dave Gilboa and Neil Blumenthal

When we started Warby Parker in 2010, we set out to reimagine everything a company and an industry could be. We wanted to make shopping for glasses easy, affordable, and fun—and address the fact that nearly one billion people globally need glasses but don’t have access to them. The foundation we laid 14 years ago was one built around delivering both exceptional value and service to our customers, growing sustainably, hiring a passionate team, and aiming to build one of the most impactful brands in the world.

As we reflect on 2023—our second full year as a public company—we’re grateful for our team’s dedication to creating the best eye care experiences for our customers. We made great progress on several of our key initiatives, including opening 40 new stores and expanding our retail fleet to more than 230 locations across the U.S. and Canada; launching 18 collections, offering more styles, widths, and colorways than ever before; and growing our holistic vision care offering across eye exams, progressives, and contacts.

Above all, we were immensely proud to celebrate a major milestone: surpassing 15 million pairs of glasses distributed to people in need through our Buy a Pair, Give a Pair program.

As much as we’ve been able to accomplish, we’re constantly asking ourselves how we can make a greater impact. Our hope has always been to demonstrate that a business can scale while doing good in the world, and we remain committed to a stakeholder-centric approach in every decision we make.

Our annual Impact Report is an affirmation of our commitment to our core value Do Good and a celebration of our community’s passion and partnership in our mission to provide vision for all. From the bottom of our hearts, thank you.

NEIL BLUMENTHAL
Co-founder and co-CEO

DAVE GILBOA
Co-founder and co-CEO

About Us

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

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

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

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

Ultimately, we believe in vision for all. That's why for every pair of glasses or sunglasses we sell, a pair of glasses is distributed to someone in need through our Buy a Pair, Give a Pair program. Over 15 million pairs have been distributed so far—and we're only just getting started.



WARBY PARKER AT A GLANCE

NUMBER OF TEAM MEMBERS¹



3,491

TOTAL NUMBER OF STORES



237

NUMBER OF NEW STORES OPENED IN 2023



40

GLASSES DISTRIBUTED THROUGH OUR BUY A PAIR, GIVE A PAIR PROGRAM AS OF 2023



15 million+

NUMBER OF NEW COLLECTIONS LAUNCHED IN 2023



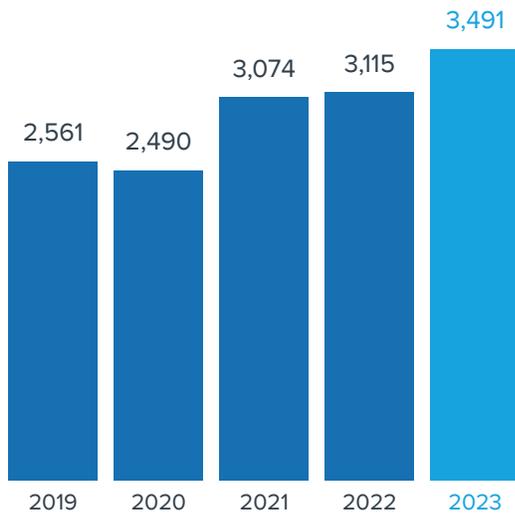
18

NUMBER OF VOLUNTEER HOURS IN 2023

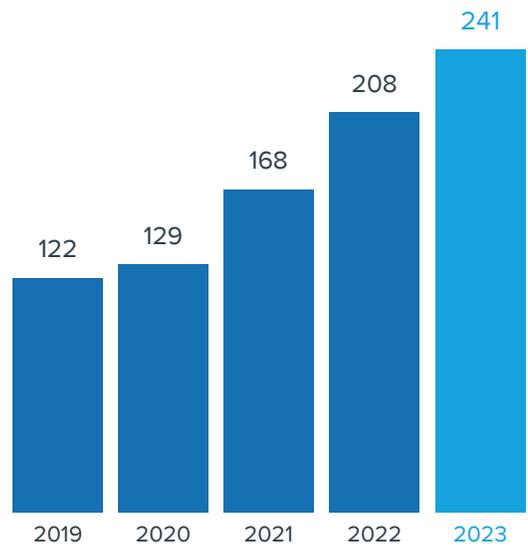


3,000+

FULL-TIME AND PART-TIME EMPLOYEES (including Canadian team members)



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



¹"Team members" and similar references throughout this report include Warby Parker employees as well as ophthalmologists and optometrists engaged through our P.C. model, but does not include contractors or independent optometrists.

Core Values

Inject fun and quirkiness into everything we do

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

Treat others as they want to be treated

Design with empathy
Have a positive attitude

Pursue new and creative ideas

Embrace change and uncertainty
Continually challenge ourselves

Do good

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

Take action

Set ambitious goals and measure results
Take the first step

Presume positive intent

Trust but verify

Lead with integrity

Be honest
Give and take direct feedback

Learn. Grow. Repeat.

Our Focus

1

To be one of the most impactful brands in the world

2

To inspire the next generation of entrepreneurs and consumers

3

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

4

To consider our stakeholders in everything we do

5

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



Our Stakeholders

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



Customers

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



Community

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



Employees

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



Environment

We are proud to be carbon-neutral across our operations² and actively work to reduce our environmental impact.



Shareholders

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



Partners

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

²The carbon footprint of our operations includes our Greenhouse Gas Protocol Scope 1 and Scope 2 emissions. Once we have all our calculations, we purchase carbon offsets via Native, a Public Benefit Corporation, to neutralize the greenhouse gas footprint of our operations. For further discussion on how we measure and manage our carbon footprint, see pages 55–58.

2023 at a Glance

Last year, we were proud to reach some significant benchmarks. We surpassed **15 million** pairs of glasses distributed through the Buy a Pair, Give a Pair program, and our **Pupils Project expanded to serve Oregon and New Jersey**; it's now operating across **40 cities** in seven states. We launched new collaborations with **Jimmy Fallon, Marvel, A\$AP Nast, and Emma Chamberlain**, to name a few, and also expanded our product offerings through new launches like precision progressives—our latest lenses which use more in-depth measurements to optimize vision, cut down on peripheral distortion, and give a wider field of view. We also added **40 new stores**, bringing our total store count to 237!



What Being a Public Benefit Corporation and Certified B Corp Means

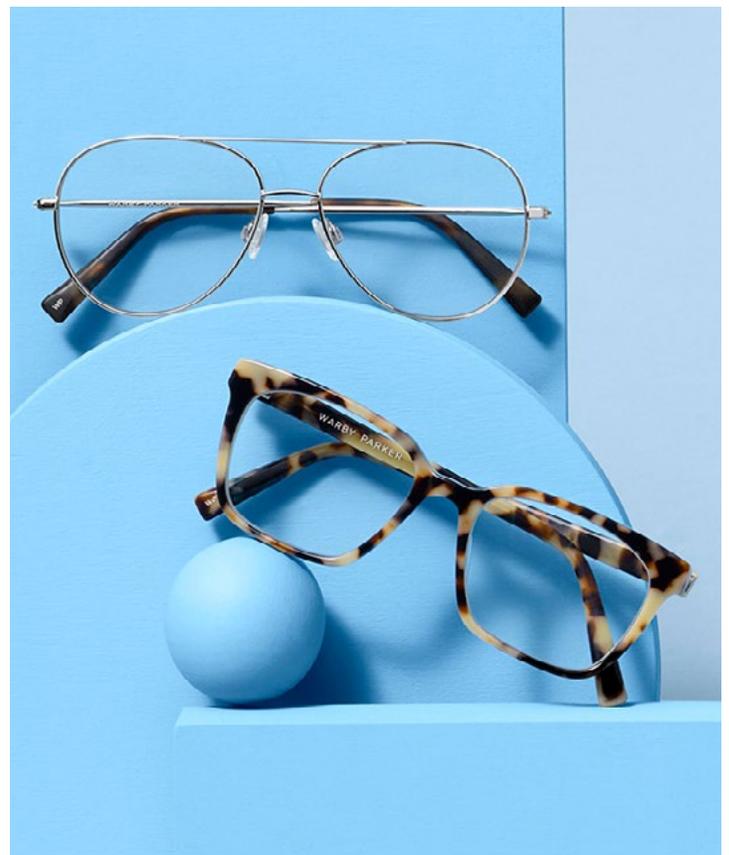
Warby Parker is proud to be one of the few publicly traded, B Corp–certified, public benefit corporations in the United States. Our leadership and board of directors have the responsibility of making decisions that consider the interests of all stakeholders affected by our conduct—and to further the public benefit identified in our certificate of incorporation. This enables us to take a long-term view, which we believe will contribute to Warby Parker’s profitability, durability, and sustainability in the months and years to come.

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

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

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

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



Warby Parker Impact Foundation

Since 2010, Warby Parker has worked with community partners, nonprofits, government agencies, and academic leaders to provide free vision screenings, eye exams, and glasses to adults and children through the Buy a Pair, Give a Pair program. To date, the program has distributed over 15 million pairs of glasses within the U.S. and around the world.

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

direct listing in the fall of 2021. It is devoted to advocating for wider access to vision services, educating communities on the importance of eye health, and providing people with eye care to help lead safe, happy, and productive lives. In 2021, Warby Parker was incredibly proud to authorize up to 1% of the company's outstanding shares toward future grants to the foundation or other like-minded charitable organizations. Additional grants were made to the Warby Parker Impact Foundation in 2022 and 2023, in support of the foundation's operations and programming.



You can learn more about the foundation at warbyparkerfoundation.org

Understanding Our Impact

Overview of Impact Strategy

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

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

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



What is the GRI?

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

What topics does the GRI want organizations to report on—and how does Warby Parker identify priority topics?

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

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

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

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

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



How It Comes Together

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

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

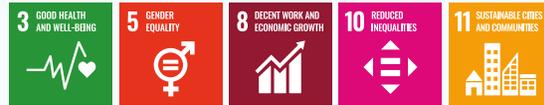
OUR IMPACT

FOCUS AREAS

UN's Sustainable Development Goals (SDGs)

CREATING A COMMUNITY

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.



EXPANDING WHAT WE OFFER

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



HOW WE SEE SUSTAINABILITY

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



THE WAY WE GOVERN

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



Goals

At Warby Parker, our goals are measurable, time-bound, and based on strategy that is informed by our GRI topic selection process. Making our goals quantifiable lets us assess where we are as a company—and guides us on where we want to go.

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



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

Creating a Community

TEAM MEMBERS 19

Growing with Integrity 19

Warby Well-being 20

Engagement and Belonging 21

Employee Resource Groups 22

Learning and Development Initiatives 25

Continuous Feedback 30

Volunteering 31

INCLUSION, EQUITY, AND DIVERSITY 32

How We Define Inclusion, Equity,
and Diversity 32

Building a Diverse Team and Leadership 33

Compensation Practices 37

OUR COMMUNITY 38

Our Buy a Pair, Give a Pair Program 39

Making Progress Toward Equity 43

2023 was another year filled with strong growth and new milestones in both our social mission and our eye care business.  We recertified as a B Corp, reaffirming our commitment to values like transparency, ethical practices, and sustainability.  Our Pupils Project expanded to serve schoolchildren  across 40 cities, and, simultaneously, we surpassed 15 million glasses distributed through our Buy a Pair, Give a Pair program. To top it off, last fall we also hosted a One Vision Summit  for store leaders and optometrists, which was the first time they came together for a combined summit. With nearly 400 attendees,  it was also our largest summit yet!

TEAM MEMBERS

Growing with Integrity



Warby Parker wouldn't be where it is today without every one of its team members. As we grow, we stay true to who we are by working to develop a team that's diverse, well-rounded, and thoughtful—one where everyone feels respected, valued, and equipped with the right tools to be successful.

This doesn't happen without unified effort. Scaling our team in a way that is intentional and mission-driven requires us to be persistent in revising processes and policies, as well as creating new ones that have our principles—and employees' best interests—at heart. We remind ourselves

of our core values *Lead with integrity*, *Treat others as they want to be treated*, and *Do Good* as we continue to welcome new faces to the team.

We also recognize that all our team members do their best work when they feel engaged, productive, and excited to go to work every day. In order to do our part to accomplish that, Warby Parker provides a variety of wellness, engagement and belonging, volunteering, and learning and development opportunities.

Warby Well-being

Well-being takes many forms, and our Warby Wellness program aims to empower our team members with a range of programs and support that help them stay energized and happy. To make sure we're offering compelling perks and benefits, we regularly benchmark ourselves against best-in-class retail and tech companies.

Our benefits include annual eye exams, flu shots, paid time off (including to volunteer and vote), an employee-assistance program for mental and behavioral health, no-cost access to online therapy, a 401(k) retirement plan with a company match, holiday pay, free glasses upon hire,

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



Engagement and Belonging

Nothing gets us more excited than an opportunity to engage, delight, and celebrate Team Warby. Our thoughtfully created, core-values-rich programming helps build community, foster belonging, fuel motivation, and create moments of fun on the job.

While programming takes different shapes and sizes across the company, we're rooted in three key pillars—**recognition, celebration, and connection.**

Rewards and recognition

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

Company celebrations

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

Ongoing connection

Whether it's our weekly All-Hands meeting at the NYC HQ, quarterly all-store calls, company-wide discussions (see: our Speaker Series program), or remote-friendly team huddles and off-sites, we stay connected through shared rituals and gatherings to pause and connect—and empower team leaders to do the same (anytime, anyplace!).

Fun fact: We believe connectivity to one another and to Warby Parker's broader mission fosters purpose, empowerment, and well-being. 88% of team members who participated in our 2023 Employee Engagement Survey³ say they know how their work contributes to the goals of Warby Parker—and 84% say they feel they are part of a team. (High five!).

³In 2023, we heard from 89% (or 2,681) of our eligible team members at time of survey.



Employee Resource Groups

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

Our ERGs provide programming to give team members the opportunity to connect around common identities, interests, issues, affiliations, or backgrounds, regardless of titles, years of experience, or area of business. A point of pride is that many employees join one or more ERGs in hopes of becoming better allies to fellow team members,

customers, and friends. It is this commitment to growth and understanding that allows our ERGs to thrive, with members connecting across locations and time zones. Our ERGs are run by dedicated and talented team members (in addition to their technical job functions) and sponsored by senior leaders in the organization.



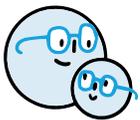
Artwork by Laura Junger at Warby Parker Greenville



Heritage

Connecting, representing, and celebrating the many ethnic and racial identities within Warby Parker by educating employees about cultures other than their own, while simultaneously driving connection and building community for members. Heritage focuses on building internal connections across Warby Parker, developing and educating their members, and doing good in the broader communities within which Warby Parker operates.

Last year Heritage built connections across the organization by creating resources and hosting events that celebrate the many ethnic and racial communities at Warby Parker. A book club during Hispanic Heritage Month was utilized to uplift Hispanic authors, while celebrating the culture and recognizing challenges faced by Hispanic Americans. During Asian American Pacific Islander Heritage Month and Filipino Heritage Month, the ERG shared resources on history, tradition, and small businesses in our market areas that team members could support.



Warby Parents

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

In 2023, Warby Parents increased its efforts to continuously connect the group and share resources about living and working while parenting. They focused on connecting members through events and panels, inviting guest speakers, and educating parents on strategies for life-changing moments such as back-to-school season and relocating with children.



PRISM

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

PRISM hosted events throughout the year to connect their members and provide educational opportunities for allies. The group celebrated Pride by holding discussions on LGBTQIA+ mental health, and provided informational resources related to civic engagement for members who wanted to take action in local elections in states affected by anti-LGBTQIA+ laws. During PRISM’s largest event last year, which was held to celebrate National Coming Out Day, internet advocate and friend of Warby Parker Tyler Oakley shared his coming out story while facilitating uplifting dialogue about navigating life after embracing your whole self.



Warby Women

Uniting and empowering the women of Warby Parker by fostering spaces for open dialogue, sharing experiences, and inspiring action for the benefit of women and the future of Warby Parker.

In 2023, Warby Women hosted a series of monthlong social competitions focusing on women’s empowerment, health, education, and connection. These challenges encouraged members to intentionally seek out moments of mindfulness, physical wellness, and learning about women’s history throughout their workday. In addition, Warby Women also shared resources and promoted women-owned businesses among members.



Mental Health Matters

Elevating the narrative around mental health at Warby Parker, reducing the stigma about mental health, and providing a space where employees can discuss, learn, and collaborate with each other and their allies. Mental Health Matters focuses on building internal connections across Warby Parker, developing and educating their members, and doing good in the broader communities within which Warby Parker operates.

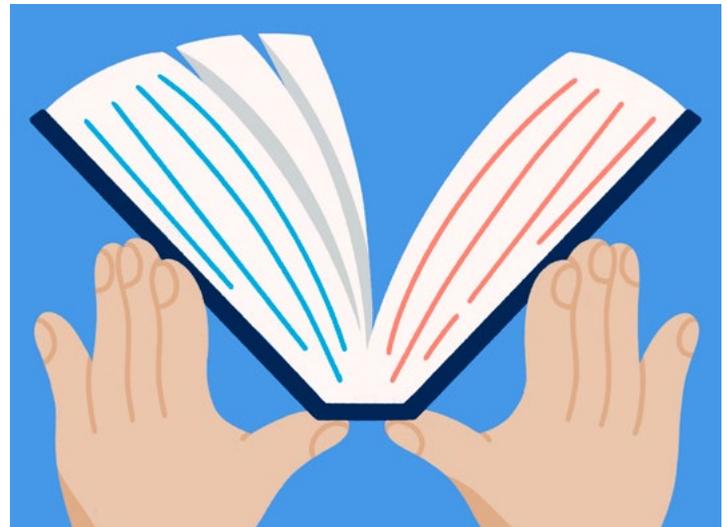
In 2023, Mental Health Matters created avenues for employees to discuss, learn, collaborate, and support one another in their mental health journeys—by acknowledging National Depression Month with educational resources and hosting an event focused on the emotional complexity of childbearing after miscarriage. They hosted physical group activities such as yoga and meditation sessions to support the body and mind. In May, Mental Health Matters marked Mental Health Awareness Month by reminding team members to approach their mental health regimen with a holistic approach.



Roots

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

Roots focused on continuing to connect and educate its community through book clubs, workshops, and speaker events. They hosted game show-style events celebrating Black culture, advocated for Black representation in the arts, and facilitated a special-edition workshop on internal mobility. During Black History Month, Roots hosted a fireside chat with Warby Parker board member Ron Williams, who spoke about his career journey and approach to leadership.



Artwork by Janice Chang at Warby Parker Coconut Point

Learning and Development Initiatives

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



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

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

Ongoing Training and Learning

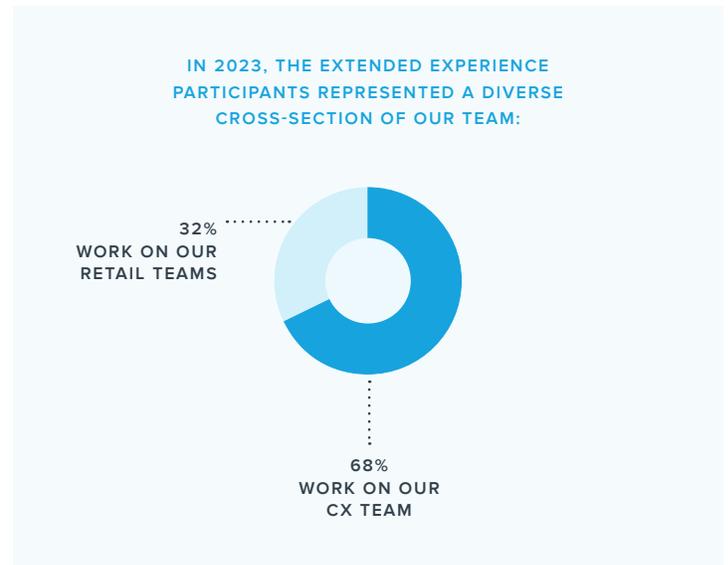
We offer several different channels for our employees to continue honing both their technical and behavioral competencies as they grow within the organization. All Corporate and Customer Experience (CX) employees can sign up to attend our monthly Warby Parker Academy workshops, which range from an *Introduction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



Extended Experience Program

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

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





Artwork by Monique Aimee at Warby Parker Darien Commons

Testimonials from Extended Experience Participants



“Overall I have really enjoyed the program. It has been an incredibly valuable learning experience. I feel more like a part of the organization as a whole, and feel that my thoughts and feedback throughout the program have been leading to impactful discussions and changes within the company.”

“Being able to help be the liaison between two teams while helping with the One Frame of Mind concept, has been so rewarding. I have thoroughly enjoyed the past three months and really feel it has been beneficial to both teams and myself!”

Inclusive Workplace Training Programs

Creating an inclusive workplace requires deliberate and continuous learning and practice from each of us. To do so, we embed comprehensive inclusion training workshops into ongoing training programs for new hires and all team members across their employee life cycle at Warby Parker. The workshops focus on topics like how to identify and mitigate microaggressions, understanding identity and how it influences collaboration, supporting team members during times of identity trauma, inclusive customer experiences, and inclusive interviewing. These workshops are embedded into our onboarding programs and we host 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.

Leadership Development

Warby Parker Manager Academy

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

Last year we introduced a new, intensive version of Warby Parker Manager Academy. Our people managers came together for a full three days to cover important concepts related to management, to practice skills in real time, and to learn from fellow peers from across the company. 91% of participants felt that the content was very or extremely relevant to their needs as a people manager.

One Vision Summit

In 2023, we hosted our annual One Vision Summit to connect, develop, and delight our team of Store Leaders and Optometrists. Team members traveled to Chicago for the three-day summit—which was the first time in Warby Parker history that our Store Leaders (SLs), Optometry Leaders, and Optometrists (ODs) came together for a combined summit. Our annual summits are a key part of our Employee Experience and Learning and Development strategy for our growing team of Retail and Optometry leaders. With nearly 400 attendees, it was our largest summit yet.

Our Store Leaders and Optometrists may live in cities across the U.S. and Canada, but because of our shared vision, their work continues to make a unified positive impact, all of which was greatly felt at last year’s summit. Participants learned more about our holiday strategy, retail operations, financial outlook, and eye exam strategy. We also discussed how to build, develop, and retain a high-performing team using data-driven leadership strategies and best-in-class professional development plans. Everyone who was able to attend walked away with new learnings, connections, and inspiration to bring back to their team.

OF THE PEOPLE MANAGERS WHO COMPLETED
WARBY PARKER MANAGER ACADEMY:

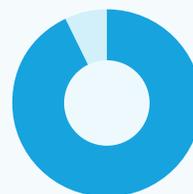


90% FELT THAT THE CONTENT WAS RELEVANT
TO THEIR NEEDS AS A PEOPLE MANAGER

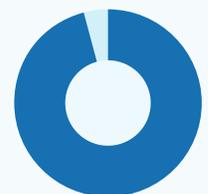
Testimonial from One Vision Summit



“Great experience connecting with ODs & SLs from different markets, as well as within our region. Hearing about the inner workings from our different teams was incredible to better understand all the behind-the-scenes work that it takes to run and grow our company!”



93% FELT THAT
ONE VISION SUMMIT
ALLOWED US TO
CONNECT IN A
MEANINGFUL WAY
AS A TEAM



96% FELT THAT
ONE VISION SUMMIT
EMBODIED
WARBY PARKER'S
CORE VALUES



COACHING AT WARBY PARKER

Average shifts in sentiment before and after coaching, on a 10 point scale:

I understand my strengths and areas for growth **+2.8 pts**

I have a clear understanding of my career path in my organization **+2.1 pts**

I am able to achieve my professional goals and objectives **+1.8 pts**

My company is invested in me as an employee **+1.1 pts**

Coaching at Warby Parker

We have continued to scale professional development to provide one-on-one coaching to our team members. Structural inequities and similarity bias can lead to fewer informal coaching and mentoring opportunities for BIPOC team members, in turn, limiting understanding of how to grow in an organization and perpetuating underrepresentation in leadership roles. Coaching aims to address these inequities and further invest in the growth of our entire team. Since starting the program in 2020, 153 team members have participated; 37 team members participated in 2023. The net promoter score (NPS) for this program in 2023 was 100.

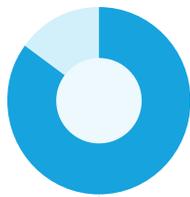
Leadership Exploration and Progression (LEAP)

This yearlong cohort-based learning experience focuses on identifying personal strengths and opportunities, setting a professional development plan, and taking action toward that plan with the support of an executive coach, a cohort of peers, and a Warby Parker senior advocate. The curriculum centers everyone’s individual experiences, strengths, and challenges in service of developing personal goals, learning leadership skills, and building a community. Two cohorts completed the LEAP program in June 2023, and two cohorts are currently enrolled in the program.

LEADERSHIP EXPLORATION AND PROGRESSION (LEAP)

4.6 / 5

RELEVANCE OF CONTENT



85% OF PARTICIPANTS STILL WORK AT WARBY PARKER



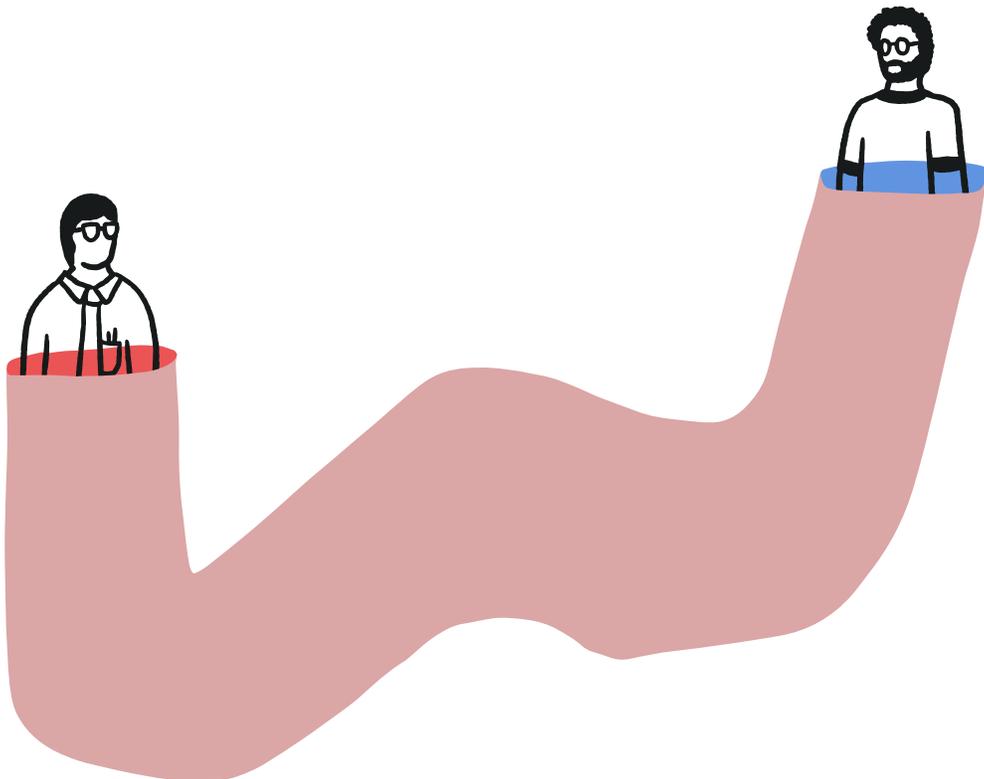
Continuous Feedback

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

As a team, feedback is a fundamental tool to help our employees, leaders, and company *Learn. Grow. Repeat*.

To enable this, we have multiple systems in place that allow our team members to give, receive, and ask for feedback about their performance and experience at Warby Parker. Our tools include frequent performance reviews, ongoing one-on-ones, and employee-driven manager evaluations, as well as company-wide feedback tools, like our annual Employee Engagement Survey. According to our 2023 Employee Engagement Survey, 83% of respondents said their manager gives them direct and useful feedback on their job performance.

Our aim is for employees to have clarity in their role and to understand how success on the job is measured, as well as have insight into how they can positively impact the business and our stakeholders. Conversely, as key stakeholders themselves, we provide tools for employees to tell Warby Parker how their experience can be improved, too. 87% of employees who participated in our 2023 Employee Engagement Survey said they know what they need to do to be successful in their role.



Artwork by Ron Thompson at Warby Parker Mercato

Volunteering

Contributing to our local communities is a fundamental part of the Warby Parker experience. We're proud to offer each employee 16 hours of paid leave a year to volunteer. In total, Team Warby volunteered over 3,000 hours in 2023.



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

- Room to Grow
- Book Harvest
- Somerville Homeless Coalition
- Humane Society of Charlotte
- Kits to Heart
- Special Olympics North Carolina
- RAICES
- Habitat for Humanity
- Lucky Dog Refuge
- Feed Louisville
- Crayons to Computers
- Chicago Eco House
- Neighbor to Neighbor
- Project Angel Food
- Foundation Fighting Blindness
- United Way
- Norwalk Tree Alliance
- The Pride Run
- Foothill Family Shelter
- The Surfrider Foundation
- SOS Children's Villages Florida

INCLUSION, EQUITY, AND DIVERSITY

How We Define Inclusion, Equity, and Diversity

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

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

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



Daviher Loreda at Warby Parker The Shoppes at Union Hill

Building a Diverse Team and Leadership

The success of Warby Parker is directly influenced by the different identities and experiences represented on our team. All our team members inform how we grow sustainably, serve our customers, and do good. We aim to set an example for other companies within our industry and beyond, to continue to move the needle both within and outside Warby Parker.

Building a diverse team doesn't happen overnight—it requires real commitment and intentional and sustainable efforts.

Some of the goals we've set for ourselves include increasing engagement and belonging among our BIPOC team members and building greater fluency around topics related to inclusion, equity, and diversity across all levels of Warby Parker.

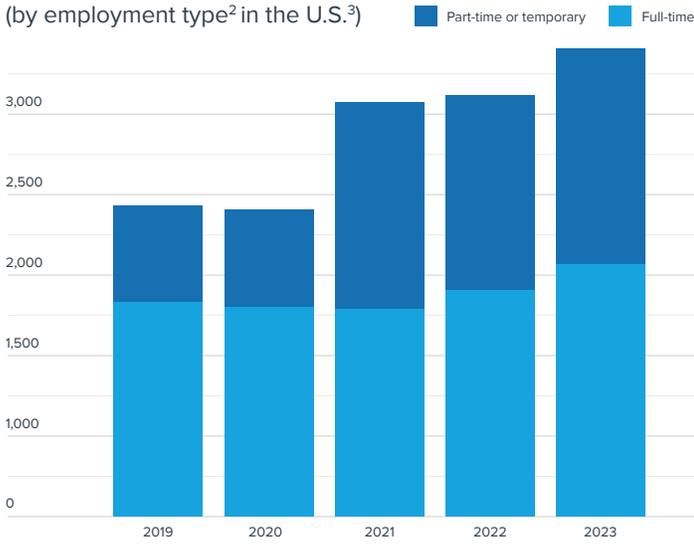


What we have done so far:

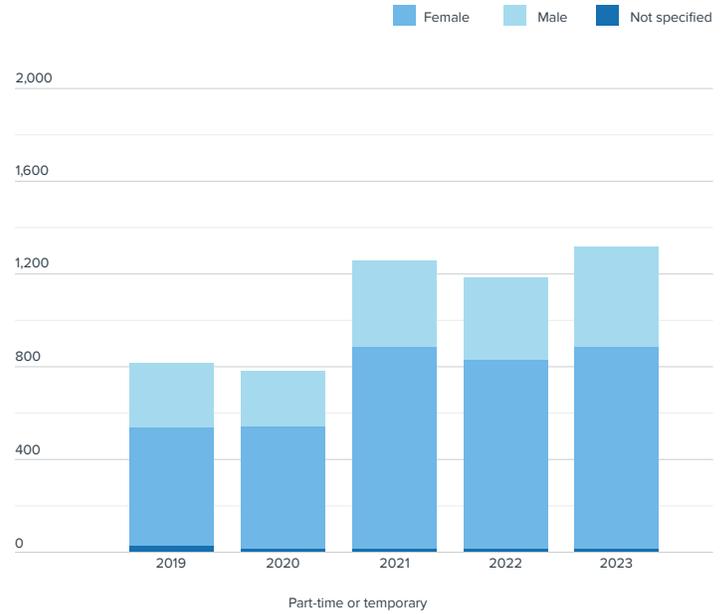
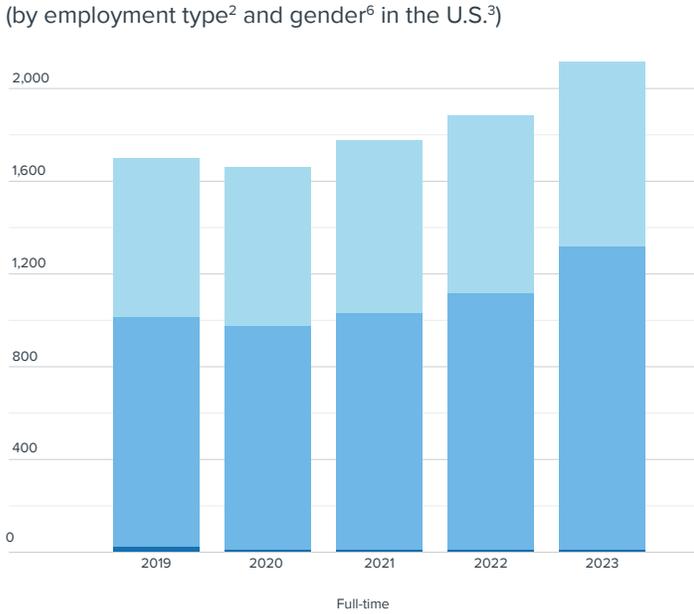
- Continuously report on representation and retention by function and department across Warby Parker
- Train and retrain 100% of current and future recruiters, interviewers, and hiring managers on bias-mitigation techniques to enable a fair, equitable hiring process
- Establish partnerships with external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

We will continue to build on our efforts and share progress in future reports.

Total number of team members¹
(by employment type² in the U.S.³)



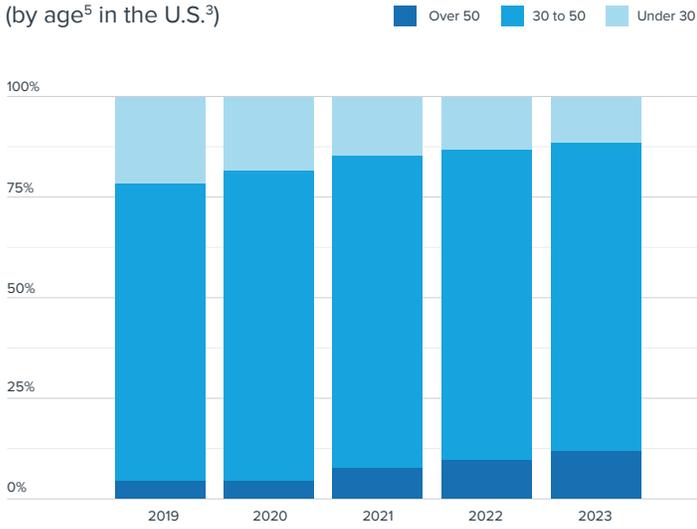
Total number of team members¹
(by employment type² and gender⁶ in the U.S.³)



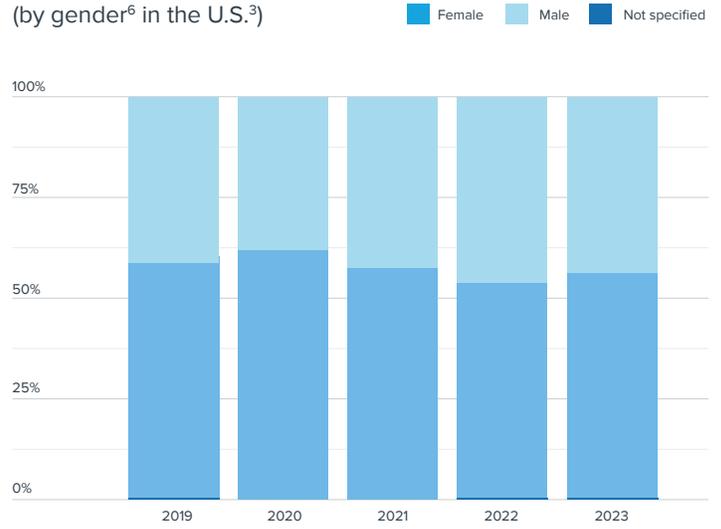
Percent of team members¹
(by race/ethnicity⁴ in the U.S.³)

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
2019	< 1%	9%	14%	16%	< 1%	< 1%	7%	54%
2020	< 1%	8%	14%	15%	< 1%	< 1%	6%	57%
2021	< 1%	9%	16%	14%	< 1%	0%	7%	54%
2022	< 1%	10%	16%	16%	< 1%	0%	8%	49%
2023	< 1%	13%	16%	16%	< 1%	1%	7%	46%

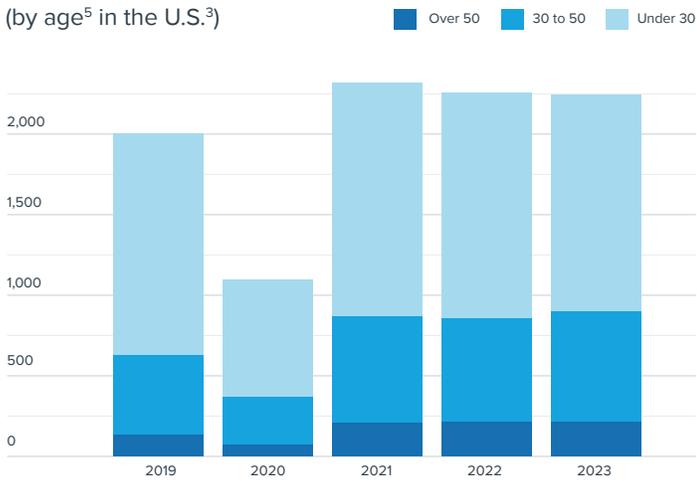
Percent of managers (by age⁵ in the U.S.³)



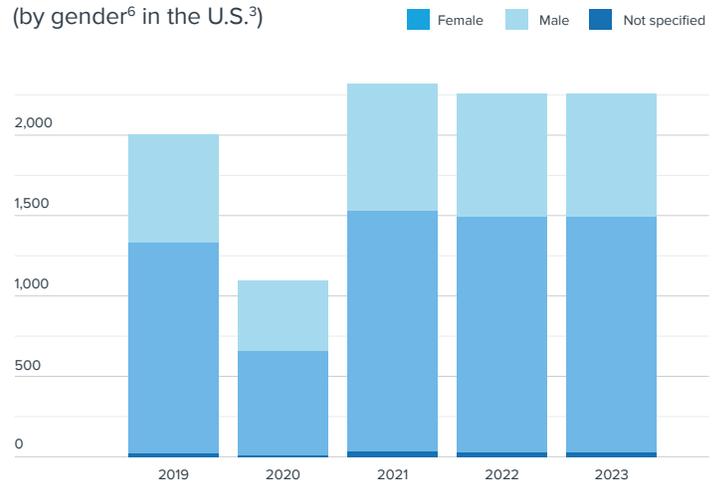
Percent of managers (by gender⁶ in the U.S.³)



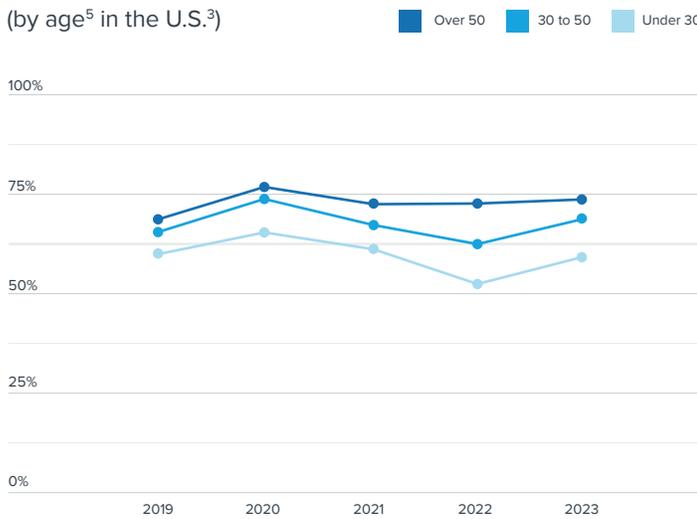
Total number of new team members¹ (by age⁵ in the U.S.³)



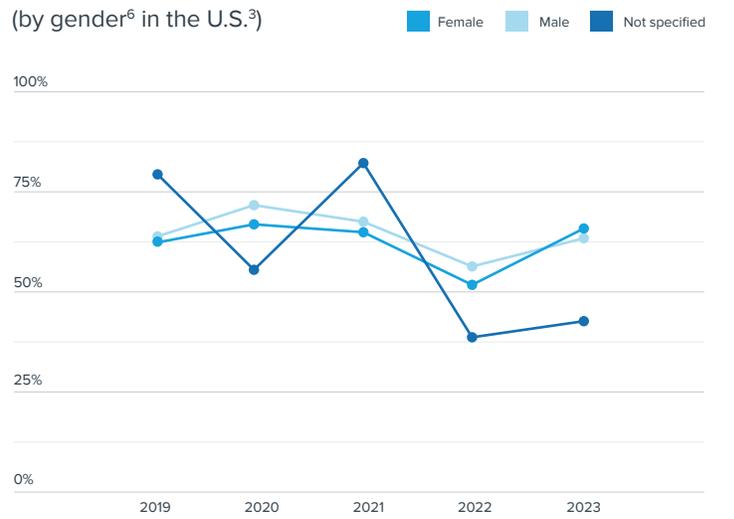
Total number of new team members¹ (by gender⁶ in the U.S.³)



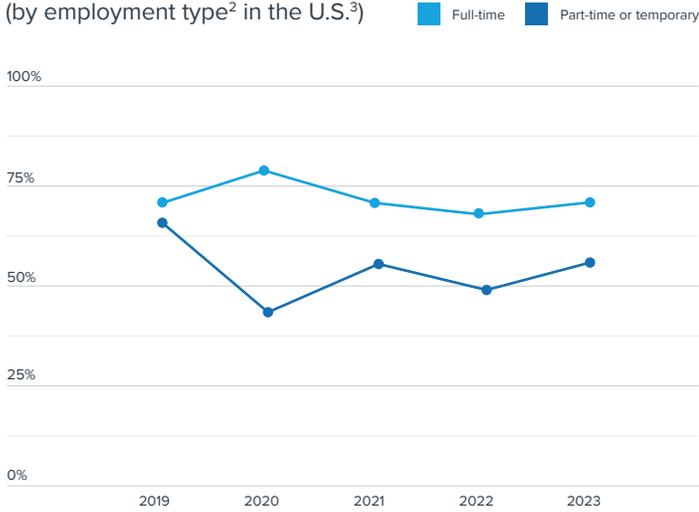
Team member¹ retention rate⁷ (by age⁵ in the U.S.³)



Team member¹ retention rate⁷ (by gender⁶ in the U.S.³)



Team member¹ retention rate⁷
(by employment type² in the U.S.³)



Representation by group⁸
(by gender⁶ in the U.S.³)

EMPLOYEE GROUP	FEMALE	MALE	NOT SPECIFIED
TOTAL	64%	35%	< 1%
CORPORATE	56%	44%	< 1%
CUSTOMER EXPERIENCE	75%	25%	< 1%
OPTICAL LAB	62%	38%	0%
STORES	64%	35%	< 1%
STORE LEADERSHIP	62%	37%	< 1%
LEADERSHIP	55%	44%	< 1%
BOARD	33%	67%	0%

Representation by group⁸ (by race/ethnicity⁴ in the U.S.³)

EMPLOYEE GROUP	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
TOTAL	< 1%	13%	16%	16%	< 1%	1%	7%	46%
CORPORATE	< 1%	16%	7%	9%	1%	0%	5%	62%
CUSTOMER EXPERIENCE	< 1%	3%	17%	9%	2%	1%	9%	59%
OPTICAL LAB	< 1%	6%	20%	45%	2%	3%	7%	18%
STORES	< 1%	14%	16%	15%	0%	1%	8%	45%
STORE LEADERSHIP	< 1%	8%	17%	18%	< 1%	< 1%	8%	48%
LEADERSHIP	< 1%	8%	10%	12%	1%	< 1%	7%	61%
BOARD	0%	11%	11%	0%	0%	0%	11%	67%

1. This number includes Warby Parker employees as well as ophthalmologists and optometrists engaged through our P.C. model, but does not include contractors or independent optometrists.
 2. The majority of our full-time employees are permanent employees; for the sake of this report, temporary workers are categorized as part-time. This number does not include contractors or independent optometrists.
 3. For information on our employees in Canada, see p. 77.
 4. At Warby Parker we are committed to hiring and retaining talent from all demographic backgrounds, life experiences, and perspectives, and to creating an inclusive environment where all employees can thrive. We understand and respect that our employees' identities are much more complex than standardized

racial and ethnic categories can reflect, but for reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements.
 5. Team member ages in the data reflect their ages as of December 31, 2023.
 6. For reporting purposes, we use the Employer Information Report (EEO-1) categories used by the U.S. Equal Employment Opportunity Commission to comply with U.S. government requirements, which limit gender to male or female. This categorization does not reflect our opinion; we believe that gender is nonbinary.
 7. Retention rate is calculated as 1 - (Departures during 2023) / (Headcount at the end of 2022 + Hires during 2023).
 8. Leadership roles include managers across all levels of our company.

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.

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

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



OUR COMMUNITY

Our community is 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 **80 countries** and provided over **15 million pairs** of glasses (a milestone we were thrilled to celebrate in 2023!). Additionally, by the end of the year, we had **237 stores** operating in markets where we’re committed to making a positive impact. In neighborhoods both big and small, there is always an opportunity to help improve circumstances and bring about positive change.



Our Buy a Pair, Give a Pair Program

According to the World Health Organization, approximately one billion people around the world need glasses but lack access to them. To help address this problem, we work with a handful of partners worldwide to ensure that for every pair of Warby Parker glasses purchased, a pair of glasses is

distributed to someone in need. In 2023, we celebrated a major milestone: over 15 million pairs of glasses distributed through our Buy a Pair, Give a Pair program. That means over 15 million more people now have the glasses they need to learn, work, and achieve better economic outcomes.⁴

In 2023, glasses were distributed in 30 countries through our Buy a Pair, Give a Pair program



- | | | | | | |
|--------------------|-----------|---------|-----------|------------------|---------------|
| BANGLADESH | GHANA | JAMAICA | MALAWI | PAPUA NEW GUINEA | UNITED STATES |
| CAPE VERDE | GUATEMALA | JORDAN | MEXICO | PERU | URUGUAY |
| DOMINICAN REPUBLIC | GUYANA | KENYA | NEPAL | TANZANIA | UZBEKISTAN |
| EL SALVADOR | HONDURAS | LAOS | NICARAGUA | UGANDA | VIETNAM |
| ESWATINI | INDIA | LIBERIA | NIGERIA | UKRAINE | ZAMBIA |

⁴ 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.



How the Program Works

We work with a select group of organizations worldwide to conduct glasses distribution. Through our partnerships we are able to prioritize communities with high levels of unmet need for vision care and eyeglasses. The two distribution models we employ are:

Social entrepreneurship

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

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

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

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

Direct donation

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

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

We also work with the organization Ver Bien Para Aprender Mejor, which uses a similar model to support students across Mexico. For 25 years, the organization has visited around 10,000 schools per year, providing over 17 million eye exams and more than 6.3 million eyeglasses to students throughout the country.

Since 2019, we have partnered with RestoringVision, a global nonprofit dedicated to creating equitable access to vision services and eyeglasses for individuals in poverty or extreme poverty. They have reached over 26 million people in 147 countries over the past 20 years. Through our partnership, we provide free glasses to those in global communities, including refugee camps and pre-emerging markets, with



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



At School With Pupils Project

Pupils Project, a public-private partnership, is our school-based vision program. We are able to operate the program only by working alongside a number of organizations and local government agencies that are carefully vetted and share similar values. We look to our partners to conduct the vision screenings and eye exams right in the students’ classrooms, simplifying things for the children and their parents. On our side, we provide prescription glasses, designed by our 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 95 options—with pink and blue being the most popular colors!)

Pupils Project began in New York City in 2015 and soon expanded to Baltimore and Philadelphia. Since then, we’ve brought the program to cities across California, central and western Pennsylvania, Washington, D.C., Boston, and, in 2023, New Jersey and Oregon. During the 2022–23 school year, we distributed over 55,000 pairs of glasses, our most distributed in one school year to date and an 18% increase from the previous year. In total, we’ve now distributed over 240,000 pairs of glasses through the program.

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



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



SCREENINGS



EXAMS



GLASSES

	SCREENINGS	EXAMS	GLASSES
2019	179,500	41,284	34,033
2020	89,490	20,635	18,471
2021	95,005	15,510	13,721
2022	256,945	69,195	53,462
2023	353,857	72,378	56,788

How We Partner

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

Proper vision care goes far beyond just the distribution of glasses. In order to be most effective, we identify experienced partners who are able to manage each step of the process and articulate their responsibilities in our agreements. The efficacy and success of our partnerships are determined by a comparison to company-wide metrics and data on beneficiaries (such as age, income, and whether they are receiving glasses for the first time) furnished by our partners.

We believe this is critical to hitting our goals. By publicly affirming our commitments and being transparent with our stakeholders about our Buy a Pair, Give a Pair program, we hold ourselves accountable.

With our partners we set annual targets for the number of glasses to be distributed and hold regular check-ins to ensure that they remain on track to achieve these numbers. We also visit partners in the field to see their work firsthand and conduct desk audits of our partners' financials to verify 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.



Making Progress Toward Equity



Artwork by Claire Prouvost at Warby Parker Briargate

While providing vision to those in need is the foundation of our impact work, we’re also constantly looking for other ways to engage our community and promote inclusion and equity at a larger scale. In 2023 this included:

- Supporting those working to positively impact the community in our hometown of New York City, including the Apollo Theater (which honored us with their 2023 Corporate Award in June), the Robin Hood Foundation, iMentor, Tech:NYC, Edible Schoolyard NYC, Free Arts NYC, and others (including sponsoring a local Little League team!)
- Making donations to organizations such as LA-Más, an urban design nonprofit in Los Angeles that helps lower-income and underserved communities shape their future through policy and architecture, as part of product collaborations in 2023

- Continuing our company-wide employee donation-matching program for donations made to eligible organizations dedicated to combating systemic racism, such as the Equal Justice Initiative, Apex for Youth, and The Loveland Foundation
- Offering support to nonprofit partners through mentorship and senior leader involvement, such as our co-founder and co-CEO Neil Blumenthal serving as co-chair of the board of directors for the Partnership Fund for New York City

We also believe our approach to fostering inclusion, equity, and diversity doesn’t end at the doors of Warby Parker. We’re committed to programs and initiatives that will allow us to become a catalyst for promoting equity beyond the walls of our company.



Artwork by Bee Johnson at Warby Parker Kingston Pike

For example, we aim to provide students from underrepresented communities with the vision care they need to succeed academically and personally. We are driving this through our Pupils Project program, where over 80% of the students served identify as BIPOC. We estimate that over two million children in the U.S. currently need glasses and don't have them, and of that population, over 50% are BIPOC. In 2023, we expanded our Pupils Project program to New Jersey and Oregon. We also continued to provide services to students across New York City, Baltimore, Pennsylvania, California, and Washington, D.C., distributing over 56,000 pairs of glasses throughout the year.

Over the past few years, we have also worked to increase Black representation in the fields of optometry and technology. To build awareness of optometry as a career option among college students, in 2023 we sponsored (for the fourth year running!) the Impact HBCU Career Day, which is organized by our partners at Black Eye Care Perspective. On the technology front, we continued our long-standing partnership with

Tech:NYC and hosted a five-week-long workplace challenge project for participants in their Tech Year program, which offers a first-of-its-kind project-based learning experience to expose NYC youth to job opportunities in technology. For the challenge, we partnered with 30 students and their teachers from the High School of Fashion Industries to design a new user experience using our Virtual Try-On web application.

We also aim to support creative partners and collaborators across various fields and backgrounds. We define creative collaborators and partners to include collaborators, artist commissions, photographers, models, hair and makeup stylists, content creators, and influencers. Not only is it important that our brand reflects our team, our customers, and our communities, supporting diverse creatives and businesses promotes job creation among underrepresented communities. In 2023, 26% of our creative collaborators and partners identified as Black, 52% identified as BIPOC, and 66% identified as female.

Expanding What We Offer

CUSTOMERS 47

- Product Quality and Safety **48**
- Simplifying Vision Care **49**
- All the Ways to Warby Parker **50**
- Connecting with Our Customers **51**
- Evaluating Feedback **52**

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

Being a holistic vision care provider means creating even more opportunities to reach our customers. We've additionally invested in the at-home shopping experience, developing technologies to help people find the right pair of glasses or renew their prescription without walking out the door.

To this end, we're continuing to pilot new and innovative technologies that will allow us to make our telehealth and in-person eye exam experiences more convenient, more affordable, and more differentiated from the broader market. We've introduced services like retinal imaging, which gives our optometrists a closer look at a patient's eye to detect early signs of eye disease. At select locations, Warby Parker patients can now add retinal imaging to their eye exams for an additional charge. And for children, in 2023 we began offering pediatric eye exams for patients from ages 4–17, which evaluate eye health, check for vision issues, and include a refraction that measures eyesight and eyewear needs.

In addition to innovative services, we're also introducing groundbreaking products. Last year, we launched precision progressives, a line of progressive lenses that use additional measurements to optimize vision, reduce peripheral distortion, provide a wider field of view, and offer superior visual quality and comfort.

To make the shopping process a bit more seamless, in June we added a Universal Eligibility Check tool, which can be found both on our insurance landing page and during checkout. It allows customers to quickly see what their in-network and integrated insurance benefits are at Warby Parker.

In September we launched our long-awaited Android app—so now both iPhone and Android users can shop on the go. Nice!

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

CUSTOMERS

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

In each customer touchpoint there's an opportunity to bring excitement to a product that can change someone's life. Enhancing the entire end-to-end customer journey is what motivates our team and pushes us toward continuous innovation.



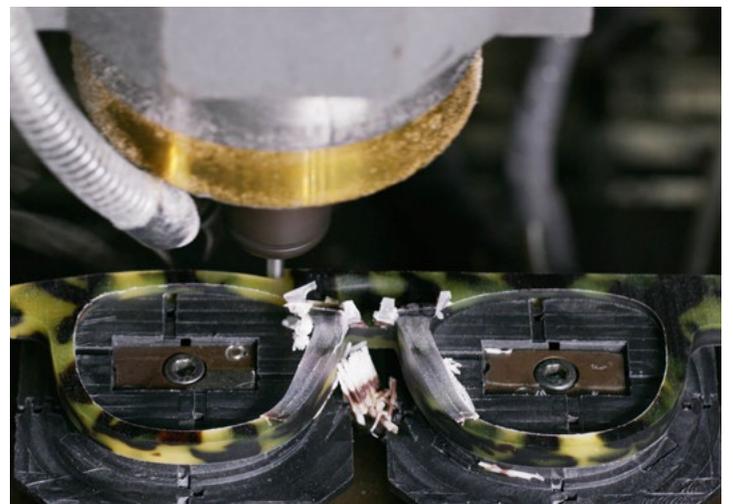
Product Quality and Safety

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.

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

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

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



Simplifying Vision Care

When we launched Warby Parker in February 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, with innovative ways to try them on like our Home Try-On program, coupled with outstanding customer service, people would be willing to buy eyewear online for the first time. Fourteen years in, we’re still at it: surprising and engaging our customers by anticipating changing needs and technologies.

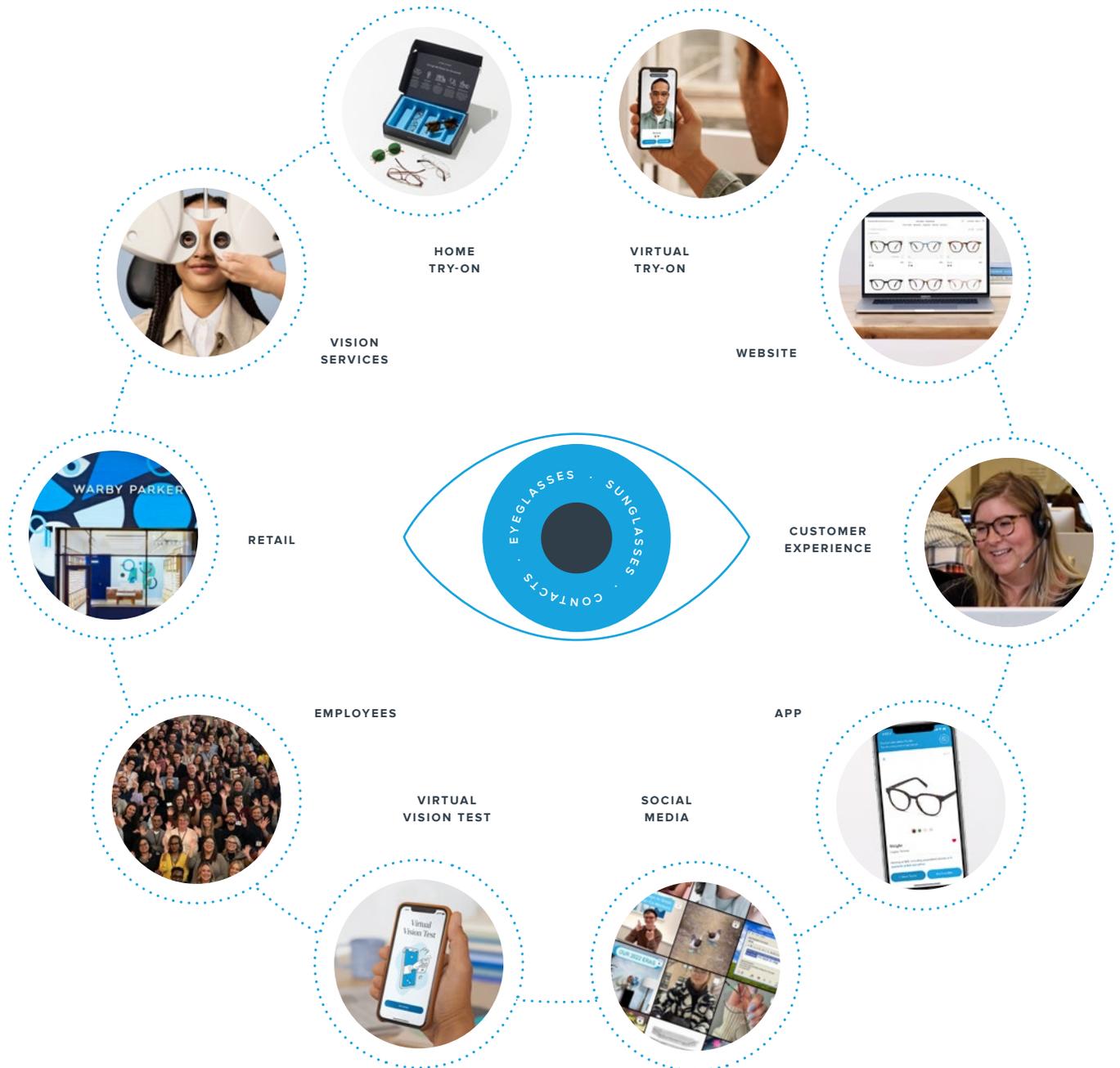
Since our launch, we’ve expanded our product offering, creating a one-stop shop for customers interested in buying sunglasses, contacts, and more. We’ve also introduced

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

We’re also expanding vision services: By the end of 2023, 82% of our stores offered eye exams. We believe continuing to build out these capabilities is invaluable in allowing us to better oversee and deliver amazing customer experiences.



ALL THE WAYS TO WARBY PARKER



Connecting with Our Customers



CALL



CHAT



EMAIL



TWEET



DM

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

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



Evaluating Feedback

We wake up each day with a mission to treat customers how they want to be treated—with helpfulness, kindness, empathy, and incredible service. This is possible only through the cross-departmental care that goes into quadruple-checking that the products we sell and services we provide 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. We view this metric as our “North Star”—one that helps evaluate the strength of our brand, the happiness of our customers, and how likely people are to tell others about their journey with Warby Parker.

How we measure our Net Promoter Score (NPS):

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



Artwork by Bee Johnson at Warby Parker Kingston Pike

How We See Sustainability

ENVIRONMENT 55

Managing Our Carbon Footprint **55**

Our Supply Chain **59**

Our Approach to Sourcing **60**

Sustainability in Our Products **65**

How Social Compliance Shapes Our Supply Chain **67**

Sustainability Across Our Offices **69**

One of Warby Parker's deepest-held beliefs is that a company can  grow, scale, and thrive while also being committed to doing good in the world. We look to prove that working to achieve sustainability doesn't require us to compromise on  product quality or customer satisfaction. How are we doing this? We're pushing ourselves to waste less, run our spaces more efficiently, use resources responsibly,  and limit our greenhouse gas footprint (while aiming to offset it so that our footprint is neutral across our operations). 

ENVIRONMENT

Managing Our Carbon Footprint

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

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

We do this work by retaining the help of third-party agencies. Since 2021, we have worked with Watershed, a platform that allows companies to measure their carbon footprint, plan and execute on steps to reduce emissions, and share results. In partnership with Watershed, we aim to follow the latest climate science and improve our carbon measurement methodologies each year. Our company data has not been verified by an independent third-party, but Watershed's methodology has undergone independent validation.



We quantify our greenhouse gas emissions using a standardized approach in accordance with the Greenhouse Gas Protocol. These emissions correspond to Scope 1, Scope 2, and Scope 3 emissions as defined by the Greenhouse Gas Protocol and include:

Goods and services

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

Products

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

Team members

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

Marketing

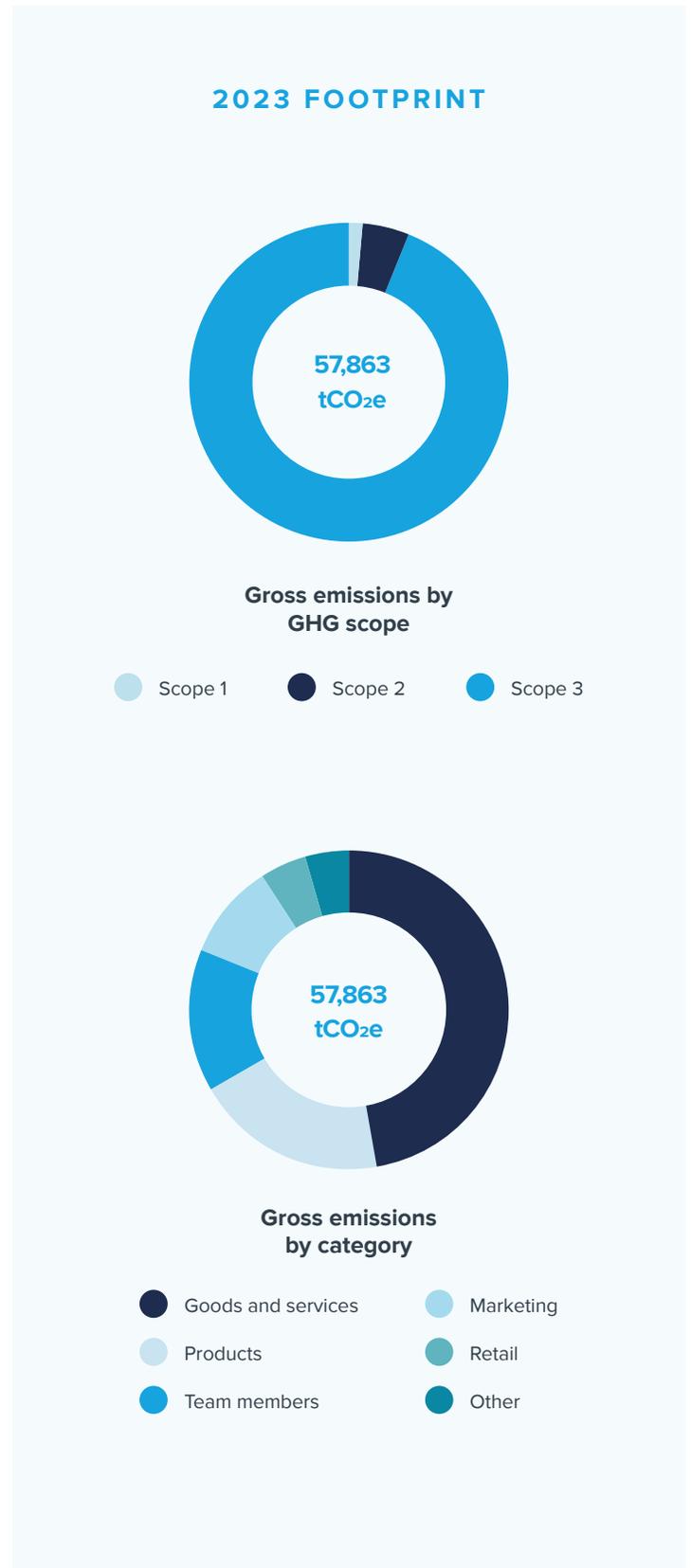
This category includes all marketing-related activities and spend, including running television and online advertisements, search engine marketing, and printed marketing materials.

Retail

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

Other

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



In 2023, our total carbon footprint came to 57,863 metric tons of carbon dioxide equivalents. Our Scope 1 emissions were 961 tons; Scope 2 were 2,696 tons; and Scope 3 were 54,206 tons of carbon dioxide equivalents.

Once we have our calculations, we purchase carbon offsets (via Native, a public benefit corporation) to neutralize the greenhouse gas footprint of our operations, which includes Scope 1 and Scope 2 emissions. We also offset Scope 3 emissions from business travel and employee commuting, products (including materials and manufacturing), and upstream and downstream logistics. In total, we have purchased offsets that are expected to neutralize approximately 43% of our 2023 footprint.

Whenever possible, we invest in the same offset projects year over year. In 2023, we purchased offsets from two projects we had supported in the past, both of which are located in India—the largest country of distribution for our Buy a Pair, Give a Pair program. The first, the Sky Wind Project in Maharashtra, generates clean power that displaces an equivalent amount of power from the local grid, which is fed mainly by fossil fuel-fired power plants and is considered a “dirty grid.” The project also helps increase the local tax base, bolster rural infrastructure, and contribute to job creation. The second project, located in the state of Madhya Pradesh, supports the

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

We also seek to support offset projects in the United States, where we are headquartered and have the majority of our operations. In 2023, we purchased offsets from a project that supports a manure-processing anaerobic digester at the AR-Joy dairy farm in Cochranville, Pennsylvania, located outside Philadelphia—and also near multiple Warby Parker retail locations and school districts where our Pupils Project program operates. This digester helps reduce emissions of methane (a greenhouse gas over 25 times more potent than carbon dioxide!) and produces the bedding needed for the dairy cows, reducing costs and supporting the farm’s continued operation.

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

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

1

Additionality

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

2

Verifiability

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

3

Place

Do we have a geographical tie to the project area?

4

Type

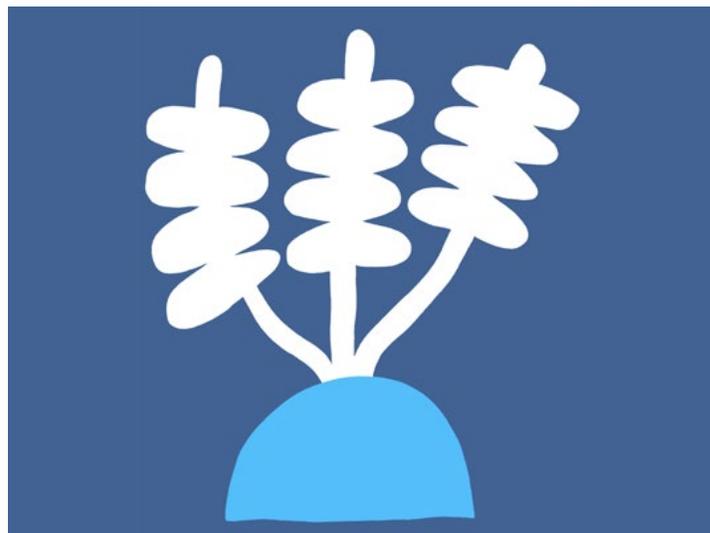
Does the project relate to our major categories of greenhouse gas emissions?

5

Commitment

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

While we purchase offsets to neutralize what is being emitted by our operations, our primary aim is to reduce our overall footprint through product improvements, supplier engagement, and other initiatives. We use our carbon accounting process to help guide these efforts, along with our lifecycle assessment and other insights (as noted in the following sections).



Artwork by Nathaniel Russell at Warby Parker Keystone

Carbon Offset Project Information

PROJECT NAME	BUSINESS ENTITY SELLING THE OFFSET	REGISTRY	PROJECT NUMBER	PROTOCOL / METHODOLOGY	TYPE	LOCATION
Wind-based power generation by Panama Wind Energy Private Limited in Maharashtra, India	Native, a Public Benefit Corporation	Verified Carbon Standard (VCS)	VCS #1671	ACM0002	Renewable Energy	Santara District, Maharashtra, India
AAC Block Project By Aerocon Buildwell Pvt. Ltd. (EKIESL – June 2016–02)	Native, a Public Benefit Corporation	Verified Carbon Standard (VCS)	VCS #1549	AMS-III.Z	Manufacturing industries	Ujjain, Madhya Pradesh, India
AR-Joy Farm Dairy Digester	Native, a Public Benefit Corporation	Climate Action Reserve (CAR)	CAR1324	ARB	Livestock - ARB Compliance	Cochranville, Pennsylvania, United States

Our Supply Chain

Our Global Supply Chain

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

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



Our Approach to Sourcing

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



EYEWEAR FRAMES AND LENS MATERIALS

Frames (acetate)
Cellulose acetate

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

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

Nose pads
Silicone standard and PVC stocked for customer requests

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



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

Non-prescription sun lenses
Nylon and CR-39

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

PACKAGING MATERIALS EYEGLASSES AND SUNGLASSES

Cloth
Polyester 80%,
polyamide 20%

Shipper
Recycled wood
pulp 100%

**Insert
pamphlet**
Wood pulp
100%

Box
Recycled fibers
80%, 20%
wood pulp

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

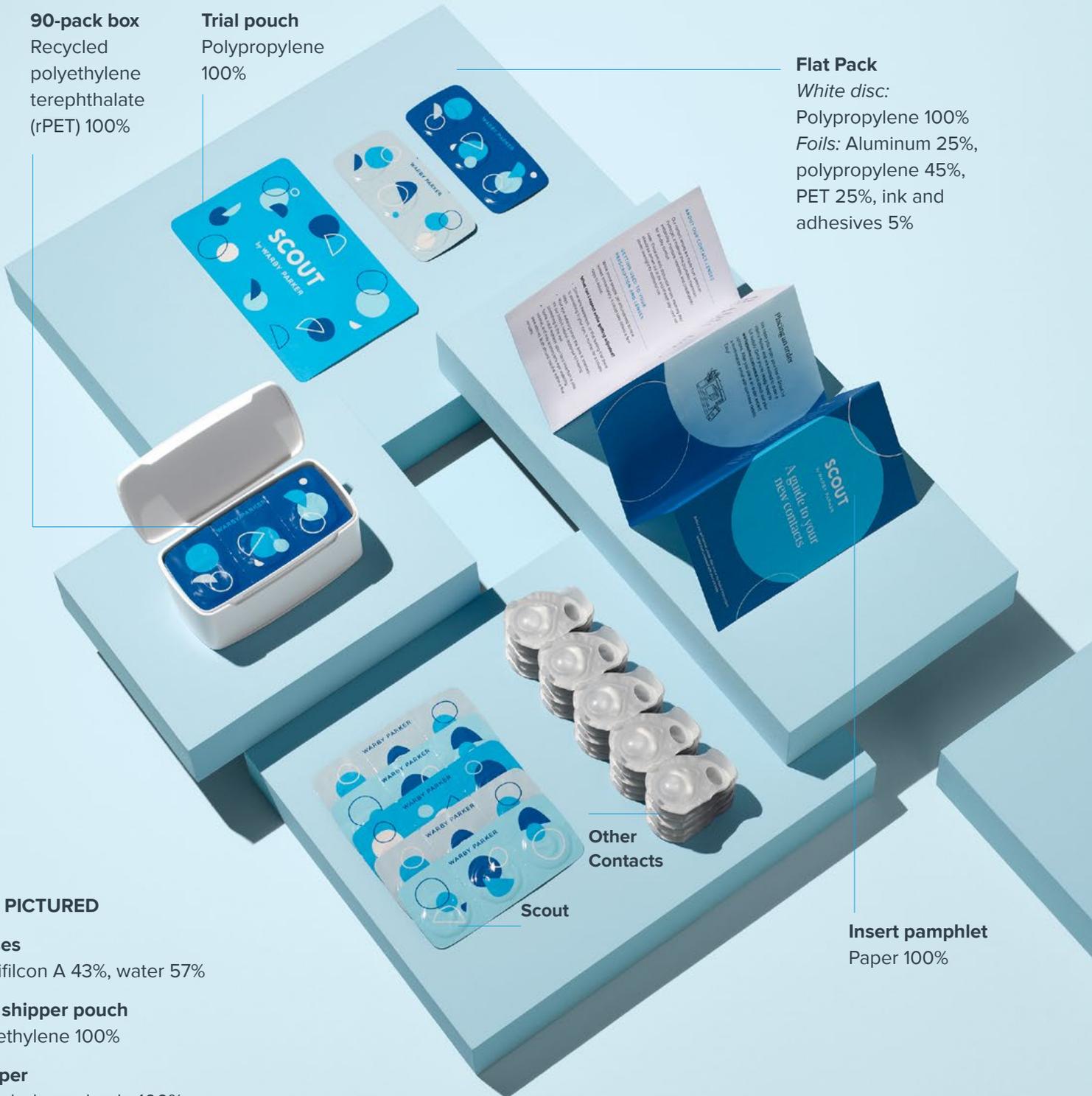


PACKAGING MATERIALS SCOUT CONTACT LENSES

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

Trial pouch
Polypropylene 100%

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



NOT PICTURED

Lenses
Hioxifilcon A 43%, water 57%

Trial shipper pouch
Polyethylene 100%

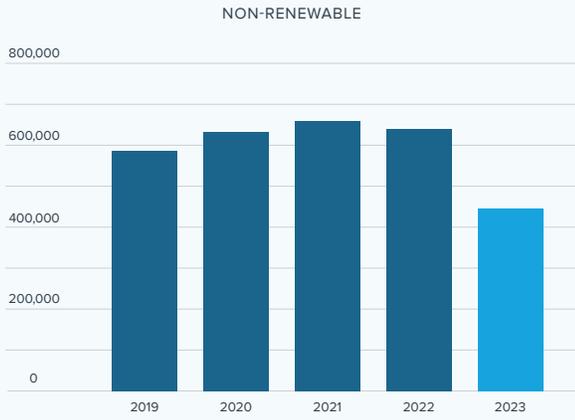
Shipper
Recycled wood pulp 100%

Scout

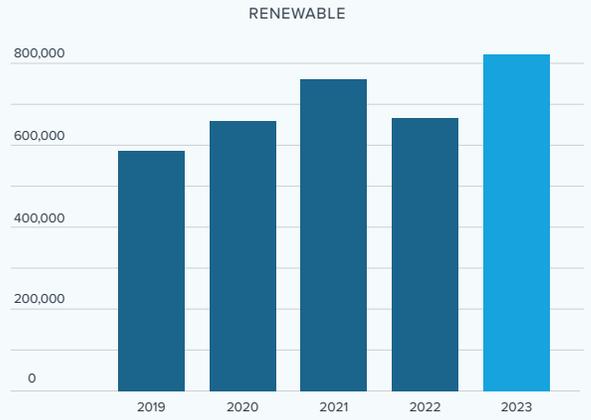
Other
Contacts

Insert pamphlet
Paper 100%

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



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



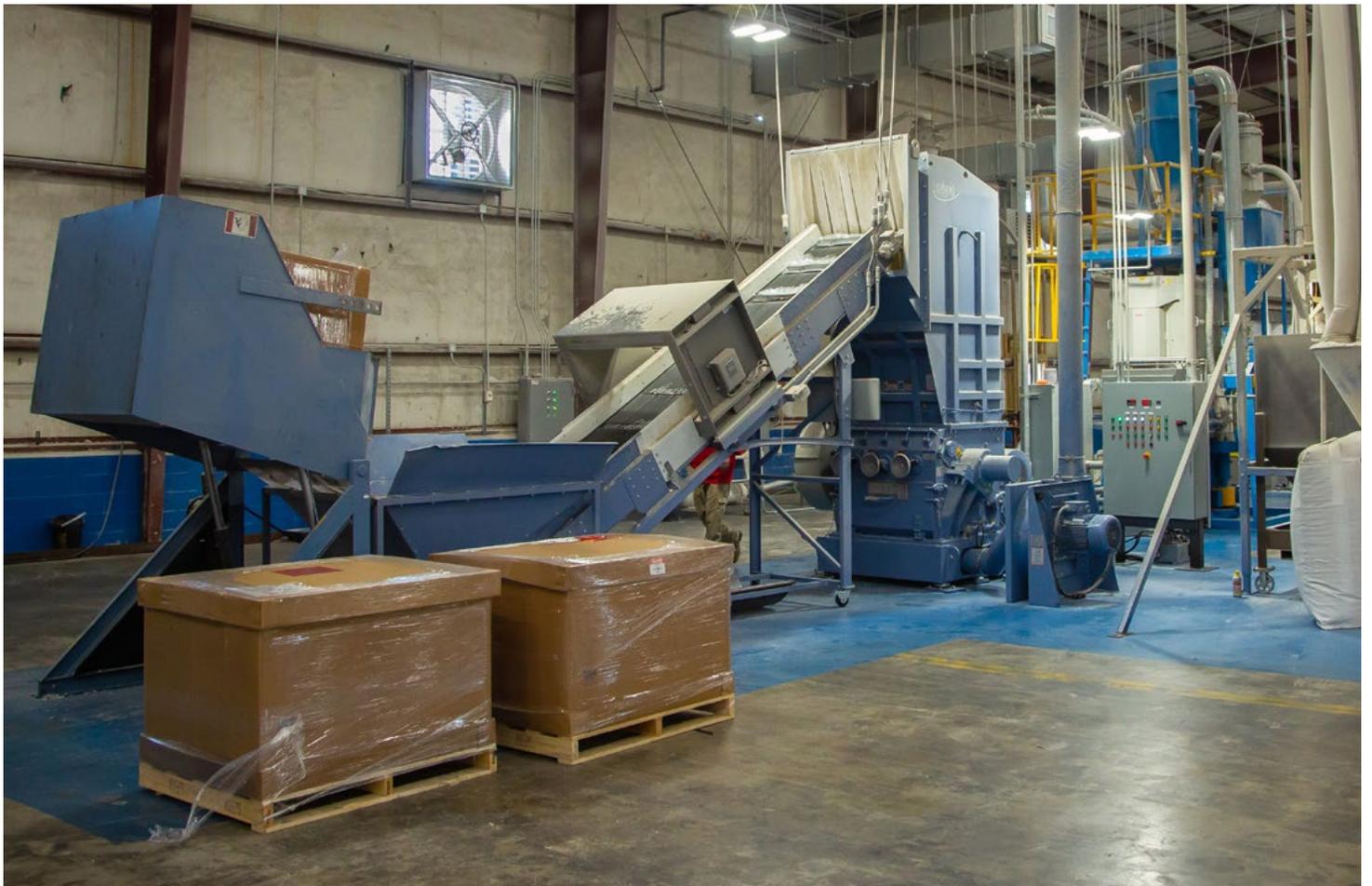
Demo lenses for orders processed at Warby Parker labs
Cellulose acetates and metals
Purchase shippers, boxes and insert pamphlets
Home Try-On trays
Home Try-On shippers and insert cards



Sustainability in Our Products

We actively seek to make our products more sustainable, and continue to research and explore ways to do so. In 2022, we completed our first-ever Life Cycle Analysis (LCA) for two of our customer-favorite frames, Percey and Simon. We partnered with the ESG consulting organization Sphera to track each and every input and movement possible, from the creation of raw materials to production and wastage at the factory to prescription fulfillment at

our Sloatsburg lab. Our approach for the LCA was to be as thorough as possible in cataloging every component and travel mode, as well as customer care for a true cradle-to-grave measure. We received the results at the end of 2022 and spent time in early 2023 actively building our road map for product, manufacturing, and transportation shifts to reduce our product carbon footprint, without creating any inadvertent waste.



The demo lens recycling program with Eastman Chemical

Two main reduction areas came into focus through this exercise: reexamining the materials and construction of our packaging and pursuing alternative end-of-life recycling options for our frames. On the packaging front, our team worked throughout 2023 to conduct raw material testing of more sustainable options (including those of recycled content) and identify what a new packaging experience could look like for our customers. We're taking a holistic approach to understand the true lifecycle impact of these changes ahead of launching anything new.

On the end-of-life recycling front, the LCA helped us identify that moving from waste-to-energy (our existing recycling method) to true frame recycling and component reuse would allow us to reduce our product footprint by low double digits—a significant impact. After conducting research and initial trials to ensure efficacy, we set up a new recycling partnership with a specialized recycling solutions provider whose facility is just a two-hour drive from our distribution center.

We were overwhelmingly pleased with the results of our initial trials (which resulted in a recovery rate of well over 80%) and, as of August 2023, have subsequently migrated all obsolete and damaged inventory to be recycled at the partner facility, resulting in 8,419 pounds of recycled material in 2023.

2023 also marked the second year of using our Warby Blue biodegradable trays in our Home Try-On program. These trays are more durable than the previously used high-impact polystyrene—so we're able to reuse them more times ahead of composting. At the end of the year, we sent a total of 4,789 pounds to be composted.

We also continued our partnership with Eastman Chemical for recycling demo lenses. These lenses are the clear lenses used to maintain the frame integrity and shape in transit as well as for retail display and Home Try-On. They are composed of a plastic called PMMA (acrylic) that is clear, not easily scratched, and inexpensive, making it the common

choice across the optical industry. Our partners at Eastman Chemical take back our demo lenses, breaking them down to the molecular level and reusing the molecules to create other materials. All discarded demo lenses from both our Sloatsburg and Las Vegas labs are now used as feedstock in place of fossil fuels to produce new materials that are indistinguishable from their counterparts (including acetate!), preserving natural resources in the process. In 2023, we saved 27,000 pounds of single-use plastic from the landfill.

We also rolled out a new glasses reuse donation program in 2023, in partnership with Lions Club Recycle for Sight. As part of this, all Warby Parker stores now accept donations of usable sunglasses or eyeglasses (of any brand) that are collected and sent to Lions Eyeglass Recycling Centers, where they're cleaned, fixed up, measured, and distributed throughout the world to help those who otherwise would not be able to obtain glasses. From the raw materials to the end of life, we're excited to work to find ways to continue to reduce the environmental impacts of our products.



Our biodegradable Home Try-On tray

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 (at either Verité or BSI) 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 team leads the Social Compliance Program, which includes part of the vetting and onboarding process for new suppliers, scheduling audit visits with Verité and BSI, and working with the suppliers to improve on identified issues via management action plans. All of our active direct suppliers in China, Japan, and Vietnam, as well as a major Italian supplier, are audited in accordance with our program. We define active direct suppliers as product suppliers that we

directly transact with, that each represent more than 10% of our business, and with which we have purchase orders, inventory shipments, and/or payment transactions within the calendar year.

As part of the audit process, Verité and BSI 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. Our internal teams continuously review the year's results with the auditing company and discuss opportunities for us to better understand the efficacy of our work managing social compliance in our supply chain. In recent years, we've revised our approach to the social compliance visits so that Verité and BSI are 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.

BSI was onboarded in 2023 to build upon the capacity-building workshop on positive management techniques conducted in Italy in 2022 in an effort to develop programs that could scale regionally. The BSI team was able to successfully translate our criteria and standards used across Asia to assess the risks and develop the capabilities particular to the Italian manufacturing landscape. With this new partnership, we'll be expanding our audit presence in Italy in 2024 to all active suppliers, even those that fall below our active direct supplier business threshold.



Our optical lab in Las Vegas, NV

Sustainability Across Our Offices

We operate offices in New York and Nashville, which means we have a great responsibility to think sustainably as we operate the space that members of our team get to use every day.

Through our partnerships with Flowater and Bevi, we estimate that we prevented the use of 165,000 plastic bottles across our New York and Nashville offices in 2023. Since partnering with Compost Nashville in August 2018, we estimate that we have diverted over 11,500 pounds of materials from landfills at our Nashville office, with over 400 pounds being diverted in 2023.

Across both offices, we also use 100% compostable cups, utensils, and plates to ensure a responsibly sourced paper/plastic alternative for employee use. Even though we have a hybrid, three-days-in-office schedule, we still saw an exciting environmental impact in our NYC HQ alone.



Our New York headquarters



The Way We Govern

Embracing Accountability 71

Data Privacy and Security 71

Our Approach to CSR 72

Our Board of Directors 73

Embracing Accountability

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

Our commitment to accountability and inclusivity starts at the top. Our board of directors is composed of people who represent a diverse set of ideas, backgrounds, and experiences. We believe diverse leadership teams lead to more (and better) innovation and improved financial performance. Our board of directors executes its responsibilities for oversight for the effective governance of Warby Parker with the assistance of three board committees: our Nominating and Corporate Governance Committee, Audit Committee, and Compensation Committee.

Our Nominating and Corporate Governance Committee has direct oversight of Warby Parker's efforts and strategies with regard to environmental stewardship, corporate citizenship, and other social and public

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

In addition, we maintain a Foreign Corrupt Practices Act (FCPA) policy, which reiterates our commitment to the highest standards of ethical conduct. We provide annual training on the policy to all individuals who interact with suppliers or vendors overseas, as well as to certain overseas vendors. We also maintain a Code of Conduct that applies to all our directors, officers, employees, and business partners that sets forth our policies and expectations on topics including conflicts of interest, compliance with laws, and ethical conduct. We provide training on the Code of Conduct and require that all employees review and acknowledge the Code of Conduct on an annual basis.

Data Privacy and Security

Our customers and employees trust us with their personal information, and we are committed to the protection and security of the data we use and collect. As a healthcare provider, we also collect and store protected health information covered by the Health Insurance Portability and Accountability Act ("HIPAA"). We have a robust data privacy and security program directed by our Senior Director of Information Security sitting within our Technology Services team. Our Audit Committee oversees our data privacy and security program, has direct oversight over our risk management strategies, and regularly reviews risk topics with management.

Through our [Privacy Policy](#) and our [HIPAA Policy](#), we share how we process and protect personal data, including protected health information, in accordance with applicable laws. Data protection and privacy laws are continually evolving. To mitigate the risk of non-compliance, we apply privacy and security requirements to guide our enterprise functions on the collection, use, and access of personal information and protected health information. We also employ the expertise of external organizations and law firms to stay up to date on emerging privacy and security risks and track the evolution of privacy regulations and security standards.

Our Approach to CSR

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

To hold ourselves accountable and gather feedback, we administer periodic company-wide surveys, which include a section on 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 and sustainability updates (new initiatives, progress against existing initiatives, material changes to our strategy, etc.) and engages in deeper-dive discussions with the Nominating and Corporate Governance Committee, which oversees these efforts
- Several social impact–related metrics are included in our company-wide milestone metric framework, which is how we measure our company’s overall performance
- As a public benefit corporation, we are required to follow all public benefit corporation reporting requirements, which this report is meant to satisfy
- Our B Corp Impact Score is publicly available in the B Corp directory, along with a transparent B Impact Assessment and relevant disclosures



Artwork by Eugenia Mello at Warby Parker Menlo Park Mall

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 Responsible Innovation Labs, Tech:NYC, and Robin Hood. Mr. Blumenthal has also served as a General Partner of Good Friends, LLC, a venture capital firm, since September 2019.

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

Jeff Raider, CO-FOUNDER

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

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

Dave Gilboa, CO-FOUNDER AND CO-CEO

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

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

Andy Hunt, CO-FOUNDER

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

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

Teresa Briggs

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

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

Joel Cutler

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

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

Youngme Moon

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

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

Gabrielle Sulzberger

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

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

Ronald A. Williams

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

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

Appendix

ABOUT THIS REPORT [76](#)

DATA TABLES INDEX [77](#)

GRI TOPIC DEFINITIONS [80](#)

GRI INDEX [82](#)

SDG INDEX [90](#)

SASB INDEX [91](#)

About This Report

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements within the meaning of U.S. federal securities laws. Forward-looking statements generally relate to future events or future financial or operating performance and include estimates, projections, guidance or outlook. In some cases, you can identify forward-looking statements because they contain words such as “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,” or the negative of these words or other similar expressions. These statements may contain information about environmental, climate, diversity and inclusion, or other “ESG” targets, goals, and commitments, financial prospects, economic conditions, and trends. These statements are based on our management’s current expectations but they involve a number of risks and uncertainties, and 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 most recent 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. All forward-looking statements in this report are made as of the date of this report and we undertake no obligation to update such statements unless required by law.

A WORD ABOUT MATERIALITY

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

Though mentioned in this report, the contents of the websites warbyparkerfoundation.org and warbyparker.com are separate and do not form a part of this report. Warby Parker assumes no liability for any third-party content contained on the referenced websites

Data Tables Index

		2021	2022	2023
Team Members				
Total number of team members¹ (U.S. and Canada)		3,074	3,115	3,491
Total number of team members¹ in Canada				
	Full-time	16	28	25
	Part-time or temporary	20	22	25
Total number of team members¹ (by employment type² in the U.S.)				
	Full-time	1,779	1,880	2,115
	Part-time or temporary	1,184	1,259	1,326
Total number of team members¹ (by employment type² and gender⁵ in the U.S.)				
Full-time	Female	1,031	1,103	1,308
	Male	746	769	799
	Not specified	2	8	8
Part-time or temporary	Female	875	838	903
	Male	371	371	410
	Not specified	13	11	13
Percent of team members¹ (by race/ethnicity³ in the U.S.)				
	American Indian or Alaska Native	< 1%	< 1%	< 1%
	Asian	9%	10%	13%
	Black or African American	16%	16%	16%
	Hispanic or Latino	14%	16%	16%
	Native Hawaiian or Other Pacific Islander	< 1%	< 1%	< 1%
	Not Specified	0%	0%	1%
	Two or More Races	7%	8%	7%
	White	54%	49%	46%
Percent of managers (by age⁴ in the U.S.)				
	Under 30	16%	13%	10%
	30 to 50	76%	77%	79%
	Over 50	9%	10%	12%
Percent of managers (by gender⁵ in the U.S.)				
	Female	57%	54%	56%
	Male	43%	46%	44%
	Not specified	0%	0%	0%
Total number of new team members¹ (by age⁴ in the U.S.)				
	Under 30	1,433	1,406	1,340
	30 to 50	690	646	684
	Over 50	193	213	212
Total number of new team members¹ (by gender⁵ in the U.S.)				
	Female	1,492	1,472	1,450
	Male	792	763	756
	Not specified	32	30	30

		2021	2022	2023
Team Members				
Team member¹ retention rate⁶ (by employment type² in the U.S.)	Full-time	70%	68%	73%
	Part-time or temporary	59%	49%	56%
Team member¹ retention rate⁶ (by age⁴ in the U.S.)	Under 30	62%	54%	60%
	30 to 50	67%	62%	69%
	Over 50	71%	70%	74%
Team member¹ retention rate⁶ (by gender⁵ in the U.S.)	Female	64%	52%	66%
	Male	65%	56%	64%
	Not specified	83%	38%	44%

2023								
Representation by group (by gender⁵ in the U.S.)	Total	Corporate	Customer Experience	Optical Lab	Stores	Store Leadership	Leadership	Board
Female	64%	56%	75%	62%	64%	62%	55%	33%
Male	35%	44%	25%	38%	35%	37%	44%	67%
Not specified	< 1%	< 1%	< 1%	0%	< 1%	< 1%	< 1%	0%

Representation by group⁷ (by race/ethnicity³ in the U.S.)	Total	Corporate	Customer Experience	Optical Lab	Stores	Store Leadership	Leadership	Board
American Indian or Alaska Native	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	0%
Asian	13%	16%	3%	6%	14%	8%	8%	11%
Black or African American	16%	7%	17%	20%	16%	17%	10%	11%
Hispanic or Latino	16%	9%	9%	45%	15%	18%	12%	0%
Native Hawaiian or Other Pacific Islander	< 1%	1%	2%	2%	0%	< 1%	1%	0%
Not Specified	1%	0%	1%	3%	1%	0%	< 1%	0%
Two or More Races	7%	5%	9%	7%	8%	8%	7%	11%
White	46%	62%	59%	18%	45%	48%	61%	67%

- This number includes Warby Parker employees as well as ophthalmologists and optometrists engaged through our P.C. model, but does not include contractors or independent optometrists.
- 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.
- 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.

- Team member ages in the data reflect their ages as of December 31, 2023.
- 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 $1 - (\text{Departures during 2023}) / (\text{Headcount at the end of 2022} + \text{Hires during 2023})$.
- Leadership roles include managers at all levels of our company.

		2021	2022	2023
Our Community				
Number of glasses distributed to date through the Buy a Pair, Give a Pair program		10 million+	13 million+	15 million+
Number of glasses distributed to date through Pupils Project		132,600+	186,000+	240,000+
Number of volunteer hours		3,940+	3,300+	3,000+
Percent of Tier 1 suppliers audited by third-party		100%	100%	100%
Percent of suppliers audited in 2023 scoring "Good" or better		100%	100%	100%
Percent of new suppliers screened using social criteria		N/A	100%	100%
Environment				
Greenhouse Gas Emissions (metric tons CO ₂ e)	Scope 1	526	517	961
	Scope 2	1,529	2,388	2,696
	Scope 3	44,771	46,255	54,206
	Total gross carbon footprint (without offsets)	46,826	49,160	57,863
	Total net carbon footprint (after applying offsets)	31,141	25,324	33,234
	Percent of total emissions offset	34%	48%	43%
Total weight (kg) of materials used to manufacture our products	Non-renewable	667,955	639,542	446,028
	Renewable	768,984	665,029	815,790
Percent of recycled input materials used in manufacturing		30%	26%	40%
Governance				
Percent of independent board directors		78%	78%	78%
Percent of board directors by gender	Female	33%	33%	33%
	Male	67%	67%	67%
Percent of board directors by race/ethnicity	American Indian or Alaska Native	0%	0%	0%
	Asian	11%	11%	11%
	Black or African American	11%	11%	11%
	Hispanic or Latino	0%	0%	0%
	Native Hawaiian or Other Pacific Islander	0%	0%	0%
	Not Specified	0%	0%	0%
	Two or More Races	11%	11%	11%
	White	67%	67%	67%

GRI Topic Definitions

Environment

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

Social

Access to Eye Care	Providing access to eye care through our Buy a Pair, Give a Pair program, which includes Pupils Project. Through this program, over 15 million pairs of eyeglasses have been distributed to people in need across over 80 countries, enabling them to lead safe, happy, and productive lives. We also advocate for wider access to vision services, support studies related to eye health, and help advance work educating communities on the importance of eye health.
Inclusion, Equity, and Diversity	<p>Our commitment to create fair, inclusive, and equitable workplaces, in which every employee can succeed, grow, and bring their authentic selves to work.</p> <p>We aim to extend this commitment to inclusion and equity to our customers, offering services that make them feel engaged, heard, and valued.</p>
Employee Wellness	<p>Our efforts to holistically support employees, including any policies, benefits, resources, and programming designed to enable mental, physical, social, and financial well-being.</p> <p>These efforts also include managing employee health and safety through workplace risk assessment and programs.</p>

Social

People Management

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

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

Community Engagement

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

Product Safety and Quality

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

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

Governance

Responsible Governance

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

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

Ethics and Integrity

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

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

Tax and Economic Contribution

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

Data Privacy and Security

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

GRI Index

Global Reporting Initiative (GRI) Index

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

Warby Parker has reported the information cited in this GRI content index for the period January 1 to December 31, 2023, with reference to the GRI Standards.

GENERAL DISCLOSURES

Disclosure	Description	Cross-Reference or Answer
Organizational Profile		
2-1	Organizational details	<p>Warby Parker Inc. Warby Parker is a publicly traded Delaware public benefit corporation. Headquarters: New York, New York Countries of operation: United States, Canada</p> <p>About Us, p. 5</p>
2-2	Entities included in the organization’s sustainability reporting	<p>All operating subsidiaries are included in our sustainability reporting. The entities are: Warby Parker Inc. Warby Parker Retail Inc. WPCA Holdings Inc. WPVA Real Estate LLC</p> <p>Certain metrics in this report also contain data with respect to Professional Corporations (P.C.s) for which we provide management services.</p>
2-3	Reporting period, frequency and contact point	<p>Impact reporting is from January 1–December 31, 2023 Financial reporting is shared annually. Impact Report publication date: April 2024 Contact information for report questions: socialinnovation@warbyparker.com</p>
2-4	Restatements of information	<p>In the previous report, we stated that we had 2 full-time employees in Canada in 2022; the correct number was 28.</p> <p>We also identified an error in our previous input materials calculation. For frames purchased, customer orders completed, and Home Try-On orders fulfilled in 2022, 26% of input materials by weight came from recycled materials.</p>
2-5	External assurance	We did not seek external assurance for this report.

2-6	Activities, value chain and other business relationships	<p>About Us, p. 5 Team Members, p. 19 Our Community, p. 38 Our Supply Chain, p. 59</p> <p>Our Retail Locations Warby Parker serves customers in the U.S. and Canada; the majority of our sales are direct to consumers on an individual basis, with a small percentage coming from bulk orders such as corporate gifting. Our Virtual Vision Test is not allowed in all states due to telehealth regulations and other restrictions. Contacts are not yet sold in Canada. Our retail locations can be found at warbyparker.com/retail.</p>
2-7	Employees	<p>About Us, p. 5 Team Members, p. 19</p> <p>The majority of Warby Parker's activities are performed by workers employed by Warby Parker. Certain metrics in this report also contain data with respect to Professional Corporations (P.C.s) for which we provide management services.</p> <p>Total number of employees by employment contract in Canada in 2023: 25 full-time, 25 part-time.</p>
2-8	Workers who are not employees	<p>a. Team Members, p. 19 The majority of Warby Parker's activities are performed by workers employed by Warby Parker.</p> <p>b. n/a c. n/a</p>
2-9	Governance structure and composition	<p>Embracing Accountability, p. 71 Our Board of Directors, p. 73</p> <p>Governance Documents</p> <p>Nominating and Corporate Governance Committee Charter</p>
2-10	Nomination and selection of the highest governance body	<p>a. Nominating and Corporate Governance Committee Charter, p. 1–3 Corporate Governance Guidelines, p. 1–7</p> <p>b. Nominating and Corporate Governance Committee Charter, p. 1–3 Corporate Governance Guidelines, p. 1–7</p>
2-11	Chair of the highest governance body	<p>Our Board of Directors, p. 73</p> <p>Warby Parker's co-CEOs are the co-chairs of the board of directors. As the founders of our business, our co-CEOs have a deep knowledge of our business and industry. We prevent and mitigate conflicts of interest through our majority independent board (seven out of nine directors are independent), and through our Related Party Transactions Policy. Under the policy, any transactions involving a "related party" and/or that could pose a conflict of interest are reviewed and approved by our Audit Committee, which consists of fully independent directors. https://investors.warbyparker.com/governance/board-of-directors/default.aspx</p>

2-12	Role of the highest governance body in overseeing the management of impacts	<p>Embracing Accountability, p. 71</p> <p>Governance Documents</p> <p>Nominating and Corporate Governance Committee Charter</p> <p>The board of directors and committees meet at least quarterly and senior management keeps the board apprised of developments in the business.</p>
2-13	Delegation of responsibility for managing impacts	<p>Embracing Accountability, p. 71</p> <p>The Senior Management team and the Nominating and Corporate Governance Committee oversee the Social Innovation department, which manages Warby Parker's impacts on the economy, environment, and people.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Our board members were surveyed as part of Warby Parker's 2022–3 materiality assessment.</p> <p>Nominating and Corporate Governance Committee Charter, p. 2</p> <p>Our Nominating and Corporate Governance Committee, which oversees our ESG initiatives, reviews our Impact Report.</p>
2-15	Conflicts of interest	<p>Corporate Governance Guidelines, p. 7: 'Service on other boards and/or committees should be consistent with the Company's conflict of interest policies.'</p> <p>Pursuant to the Corporate Governance Guidelines, prior to accepting any position on the board of directors of any organization, whether for-profit or not-for-profit, current directors should notify the Chair of the Nominating and Corporate Governance Committee of the board and the General Counsel. The Chair of the Nominating and Corporate Governance Committee and the General Counsel shall review the proposed board membership to ensure compliance with applicable laws and policies.</p> <p>In addition, the Audit Committee is responsible for approving any transactions that could present a conflict of interest. The Audit Committee is fully independent, and if there are any related-party transactions or transactions that could have the appearance of a conflict of interest, those will be reported annually in our Proxy Statement, which is filed with the SEC and delivered to shareholders.</p> <p>Audit Committee Charter, p. 1–4</p> <p>Our Code of Conduct outlines our policies and procedures with respect to potential or actual conflicts of interest.</p>
2-16	Communication of critical concerns	<p>The board of directors and committees meet at least quarterly, and senior management keeps the board apprised of developments in the business, including any critical concerns that may arise. Concerns are logged to record the number and nature of complaints (such as whistleblower concerns or employee-relations issues).</p>
2-17	Collective knowledge of the highest governance body	<p>The members of the board are also members of other organizations' boards, and have a diverse set of skills and expertise. The Chair of the Nominating and Corporate Governance Committee has extensive ESG experience, and has advised other companies on how to meet their ESG guidelines.</p> <p>Embracing Accountability, p. 71</p>

2-18	Evaluation of the performance of the highest governance body	<p>Corporate Governance Guidelines</p> <p>Annual evaluations of the board of directors and its committees, including on oversight of ESG management at Warby Parker, are conducted by the Chair of the Nominating and Corporate Governance Committee.</p>
2-19	Remuneration policies	<p>Compensation Committee Charter, p. 1–3</p> <p>SEC Filing - 2023 Proxy Statement</p>
2-20	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>
2-22	Statement on sustainable development strategy	A Message From Our Co-CEOs, p. 4
2-23	Policy commitments	<p>A Message From Our Co-CEOs, p. 4</p> <p>Core Values, p. 7</p> <p>Our Focus, p. 8</p> <p>Warby Parker Social Compliance Program, p. 67</p> <p>How It Comes Together, p. 15</p> <p>Vendor Code of Conduct</p> <p>Warby Parker Code of Conduct</p> <p>Board, employees, business partners: The Warby Parker Code of Conduct is a statement of our values and our commitment to ethical standards for members of our board of directors, officers, employees, and business partners. It includes commitments to: Building an Ethical Business, Building a Safe and Inclusive Workplace, Building a Better Community, and this Policy.</p> <p>Suppliers: We require all of our direct suppliers to comply with our Vendor Code of Conduct. In addition to our Vendor Code of Conduct requiring that all vendors be compliant with local laws related to wages and overtime, we undertake efforts to make sure that employees are treated fairly, provided a safe work environment, and legally compensated for their work.</p> <p>We have established the general principles that represent our minimum expectations and serve only as a starting point for our direct suppliers to evaluate their own practices and working conditions, as well as those of any subcontractors. Failure to do so may result in Warby Parker's suspension of all production and the termination of any business relationship.</p>
2-24	Embedding policy commitments	<p>Warby Parker Code of Conduct</p> <p>Warby Parker Social Compliance Program, p. 67</p> <p>Vendor Code of Conduct</p>
2-25	Processes to remediate negative impacts	<p>Warby Parker Social Compliance Program, p. 67</p> <p>How We Partner, p. 42</p>

2-26	Mechanisms for seeking advice and raising concerns	<p>All directors and employees have a duty to report any known or suspected violation of Warby Parker's Code of Conduct. We strongly encourage prompt reporting of complaints so that reparative action can be quickly taken.</p> <p>Employees should report any violations of the code to their manager, another trusted individual in management, the Legal team, or the co-CEOs. They can also make a report anonymously using our ethics hotline service, available 24 hours a day, 7 days a week, or directly with relevant government authorities.</p> <p>Warby Parker Social Compliance Program, p. 67 Vendor Code of Conduct</p>
2-27	Compliance with laws and regulations	<p>During the 2023 reporting period, there were no instances of noncompliance with laws and regulations that would lead to significant fines or nonmonetary sanctions.</p> <p>Significant instances of noncompliance are defined as something that would have a major, negative impact on Warby Parker's financial results, operations, or reputation.</p>
2-28	Membership associations	<p>How We Partner, p. 42 Warby Parker Impact Foundation, p. 12</p> <p>We are members of a number of organizations in which we are able to support our immediate stakeholders, for example: The Vision Council, a vision care industry trade association; The Data & Trust Alliance, a coalition that brings together leading businesses and institutions across multiple industries to learn, develop, and adopt responsible data and AI practices; Tech:NYC, a nonprofit working to attract tech talent to New York City and to encourage policies that facilitate tech growth; Partnership for New York City, which promotes economic growth by working with government, labor, and the nonprofit sector in order to maintain the city's position as a global center of commerce and innovation; Human Rights Campaign (HRC), the largest national lesbian, gay, bisexual, transgender, and queer civil rights organization; the Civic Alliance, a nonpartisan coalition of businesses united by a commitment to a thriving democracy; and Business for America, also a nonpartisan nonprofit focused on improving America's civic health.</p> <p>We are also part of the EYElliance, a multi-sector coalition of public, private, and nongovernmental partners collaborating to address the global need for glasses.</p>
2-29	Approach to stakeholder engagement	<p>Our Focus, p. 8 Our Stakeholders, p. 9</p> <p>We built Warby Parker on the belief that every decision should be made with our customers, employees, shareholders, community, environment, and partners top of mind.</p> <p>We track and are publicly reporting our impact on our stakeholders.</p> <p>To hold ourselves accountable and gather feedback, we administer periodic company-wide surveys in which an entire section is devoted to our core values and our ability to positively impact stakeholders (Our Approach to CSR, p. 72).</p>
2-30	Collective bargaining agreements	<p>Vendor Code of Conduct</p> <p>Freedom of Association: Each factory must allow employees to associate with, form, and join employees' organizations of their choosing, bargain collectively, and seek adequate representation.</p> <p>None of our employees are parties to collective bargaining agreements. We strive to maintain positive employee relations with all employees.</p>

MATERIAL TOPICS

Disclosure	Description	Cross-Reference or Answer
3-1	Process to determine material topics	Overview of Impact Strategy, p. 13 GRI Topic Definitions, p. 80
3-2	List of material topics	All topics are meaningful to us, but for this report, we share specific information on the nine topics deemed highest in importance based on our most recent materiality assessment (Understanding Our Impact, p. 13): <ul style="list-style-type: none"> • Access to eye care • Climate change • Inclusion, equity, and diversity • Sustainable design • Product safety and quality • Ethics and integrity • Employee wellness • People management • Responsible governance
3-3	Management of material topics	Managing Our Carbon Footprint, p. 55 Building a Diverse Team and Leadership, p. 33 Compensation Practices, p. 37 Product Quality and Safety, p. 48 Embracing Accountability, p. 71 Employee Resource Groups, p. 22 Warby Well-being, p. 20
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Embracing Accountability, p. 71 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 2023.
Anti-competitive behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Embracing Accountability, p. 71 During the 2023 reporting period, there were no known instances of noncompliance with regulations concerning anti-competitive behavior, anti-trust, or monopoly practices.
Tax		
207-3	Stakeholder engagement and management of concerns related to tax	Our Stakeholders, p. 9

Disclosure	Description	Cross-Reference or Answer
Materials		
301-1	Materials used by weight or volume	Our Approach to Sourcing, p. 60
301-2	Recycled input materials used	Our Approach to Sourcing, p. 60 For frames purchased, customer orders completed, and Home Try-On orders fulfilled in 2023, 40% of input materials by weight came from recycled materials.
Emissions		
305-1	Direct (Scope 1) GHG emissions	Managing Our Carbon Footprint, p. 55
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Carbon Footprint, p. 55
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Carbon Footprint, p. 55
Employment		
401-1	New employee hires and employee turnover	Building a Diverse Team and Leadership, p. 33
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full-time team members are eligible for healthcare, life insurance, bereavement leave, disability coverage, paid parental leave, and paid holidays to support physical and mental well-being. Warby Well-being, p. 20
401-3	Parental leave	Full-time team members are eligible for paid parental leave. Warby Well-being, p. 20
Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Inclusion, Equity, and Diversity, p. 32
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Refer to Note 10 – Commitments and Contingencies in our 2023 Annual Report on Form 10-K for disclosure of material litigation matters.

Disclosure	Description	Cross-Reference or Answer
Local communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Our Community, p. 38 We implement community engagement initiatives in the areas where we operate, examples of which are highlighted throughout our Impact Report.
Supplier social assessment		
414-1	New suppliers that were screened using social criteria	As of January 1, 2023, all new product-development suppliers are screened using our New Vendor Procurement Protocol, which contains social criteria. One new product-development supplier was onboarded in 2023; this supplier is a China-based manufacturing plant of our current Japanese partner. Both facilities were audited in 2023.
414-2	Negative social impacts in the supply chain and actions taken	Our Approach to Sourcing, p. 60 How Social Compliance Shapes Our Supply Chain, p. 67 100% of our Tier 1 suppliers are audited by our third-party auditors, Verité and British Standards Institution (BSI). They also audit the majority of our Tier 2 suppliers.
Public policy		
415-1	Political contributions	We did not make any political contributions in 2023.
Customer health and safety		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety, p. 48 100% of Warby Parker's products are assessed for health and safety impact improvements.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no significant incidences of noncompliance with laws or regulations in 2023.
Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security, p. 71 We have not identified any substantiated complaints concerning material breaches of customer privacy in 2023. Privacy Policy

SDG Index

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

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

SASB Index

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	n/a	<p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> • Proposition 65 • The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2) • REACH regulation <p>We also are required to comply with standards set by the American National Standards Institute (ANSI) for prescription eyewear and sunglasses (both prescription and nonprescription).</p> <p>Product Quality and Safety, p. 48</p> <p>Our Vendor Compliance Manual outlines our required regulatory and performance testing protocols, which were created in partnership with a global third-party testing agency, and reserves the right of Warby Parker to cancel any purchase orders should the supplier fail to comply or the product be found to not be in compliance.</p> <p>All nominated raw material suppliers must follow our protocol. We nominate all aspects of the frame in our bill of materials (with the exception of demo lenses, metal suppliers, epoxy suppliers, and shipping materials).</p> <p>Our Approach to Sourcing, p. 60</p>	<p>Product Quality and Safety, p. 48</p> <p>Our Approach to Sourcing, p. 60</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. Our vendors may only use raw materials and suppliers recommended by Warby Parker to achieve expected results in final third-party testing; these suppliers must submit either internal or third-party test results for both regulatory and performance parameters well before the product reaches the customer. We partner with international third-party testing agencies to verify the results.</p> <p>Our primary acetate suppliers regularly conduct tests required by ISO 10993 and submit documentation to medical consultants, who have favorable opinions on biocompatibility. These tests and alignment with ISO 10993 help mitigate potential risks associated with human health impacts.</p> <p>Warby Parker is in compliance with:</p> <ul style="list-style-type: none"> • Proposition 65 • The E.U. Restriction of Hazardous Substances Directive 2015/863 (RoHS 2) • REACH regulation <p>The main supplier of hinge and core wire for our acetate frames follows specific procedures for the approval of the materials, and carries out random testing for the possible presence of materials that are prohibited by international regulations.</p> <p>These policies do not differ by geography.</p> <p>Product Quality and Safety, p. 48</p>	<p>Product Quality and Safety, p. 48</p>

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	Percentage (%)	<p>100% of our factories must demonstrate a regard for the environment, as well as compliance with all applicable local environmental laws. Wastewater discharge is not a significant issue for our business, since minimal water is used in the process of manufacturing our glasses. Most water usage in our supply chain occurs during plating. However, none of our Tier 1 suppliers manage this process at their facilities.</p> <p>Managing Our Carbon Footprint, p. 55 Our Approach to Sourcing, p. 60</p>	<p>Managing Our Carbon Footprint, p. 55</p> <p>Our Approach to Sourcing, p. 60</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 FEM 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> <p>100% of our suppliers who manufacture acetate frames are International Sustainability and Carbon Certification (ISCC)-certified, as are the acetate raw material suppliers. The main supplier of our nonprescription sun lenses has certified their entire production chain to REDcert standards for applicable material types.</p> <p>Our Supply Chain, p. 59</p>	Our Supply Chain, p. 59
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 auditors, Verité and British Standards Institution (BSI). They also audit the majority of our Tier 2 suppliers.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 67 Warby Parker Social Compliance Program, p. 67 Vendor Code of Conduct</p>	<p>How Social Compliance Shapes Our Supply Chain, p. 67</p> <p>Warby Parker Social Compliance Program, p. 67</p>
CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits ³	Quantitative	Percentage (%)	<p>After each social compliance visit, our auditors at Verité and BSI calculate a performance score, and produce a report outlining any open concerns and providing recommendations for corrective actions for zero-tolerance issues, immediate action issues, and continuous improvement. We arrange follow-up visits from our auditors for suppliers who need additional support in remediating any open issues and making sustained improvements.</p> <p>100% of suppliers audited in 2023 scored "Good" or "Excellent" in our Social Compliance Program.</p> <p>Vendor Code of Conduct How Social Compliance Shapes Our Supply Chain, p. 67</p>	How Social Compliance Shapes Our Supply Chain, p. 67

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	n/a	<p>All Warby Parker Tier 1 and key Tier 2 suppliers must maintain a score of “Good” or higher in our Social Compliance Program. To calculate suppliers’ scores, we assess three categories that focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each of these, Policy and Procedure, Implementation, and Performance. Within these areas, we weigh specific elements differently, with some issues considered zero tolerance, including forced labor, child labor, and human trafficking.</p> <p>Examples of items evaluated under each key risk category in our supply chain include:</p> <ul style="list-style-type: none"> • Management System: Organization structure, monitoring systems, risk assessments, policies and Codes of Conduct, etc. • Labor: Working hours and overtime, recruitment and employment, wages and benefits, harassment and abuse, discipline and termination, etc. • Environmental Health and Safety: Emergency preparedness, machine and wiring safety, chemical management, waste management, first aid, etc. <p>How Social Compliance Shapes Our Supply Chain, p. 67 Warby Parker Social Compliance Program, p. 67 About This Report, p. 76</p>	<p>How Social Compliance Shapes Our Supply Chain, p. 67</p> <p>Warby Parker Social Compliance Program, p. 67</p> <p>About This Report, p. 76</p>
CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	n/a	<p>The priority raw materials that make up our glasses include:</p> <ul style="list-style-type: none"> • 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 that focus on key risks in our supply chain—Management System, Labor, and Environmental Health and Safety—and within each of these, Policy and Procedure, Implementation, and Performance.</p> <p>Product Quality and Safety, p. 48 Our Approach to Sourcing, p. 60 How Social Compliance Shapes Our Supply Chain, p. 67</p>	<p>Product Quality and Safety, p. 48</p> <p>Our Approach to Sourcing, p. 60</p> <p>How Social Compliance Shapes Our Supply Chain, p. 67</p>

SASB Standard: Apparel, Accessories, and Footwear

Code	Accounting Metric	Category	Unit of Measure	Warby Parker Response	Data/information source
CG-AA-440a.4	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric tons (t)	<p>International Sustainability and Carbon Certification (ISCC) is a globally applicable sustainability-certification system and covers all sustainable feedstocks, including agricultural and forestry biomass, biogenic wastes and residues, circular materials, and renewables. 100% of the cellulose acetate for our frames comes from ISCC-certified suppliers.</p> <p>Our main supplier of the hinge and core wire that goes into our acetate frames is certified to ISO 90001.</p> <p>Our main supplier of nonprescription sun lenses is certified to REDcert standards and leverages a production process in which 39% bio-based raw materials partially substitute for fossil-based material throughout the value chain for applicable material types. The organic raw material itself comes from the waste produced by the agricultural and lumber industries. As a result, the carbon footprint of this lens has been reduced by 50% compared to a fully fossil-based manufacturing process.</p> <p>The Italian facility of our nonprescription sun lenses is certified by the globally recognized energy management standard ISO 50001.</p> <p>We have partnered with Eastman Chemical to recycle all demo lenses discarded from our in-house optical labs at their Tennessee facility, where Eastman's Carbon Renewal Technology is used to break the lenses down to their molecular level. Once broken down, the molecules are reused as the building blocks to create Eastman Acetate Renew—an acetate exclusively supplied by Eastman that is 60% bio-based and 40% certified recycled content, and produces 20% to 50% less greenhouse gas emissions compared to traditional acetate.</p> <p>We will continue to collect additional information from our top raw material suppliers.</p> <p>Product Quality and Safety, p. 48</p>	Product Quality and Safety, p. 48
CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	<p>We have more than five Tier 1 suppliers. The exact number of our suppliers is currently confidential.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 67</p>	How Social Compliance Shapes Our Supply Chain, p. 67

SASB Standard: Apparel, Accessories, and Footwear

Glossary: Table of Definitions

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