



Impact Report 2024

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 2024 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

Building Community

OUR COMMUNITY

- 20 Our Buy a Pair, Give a Pair Program
- 25 Community Engagement

TEAM MEMBERS

- 27 Warby Well-Being
- 28 Culture and Engagement
- 29 Volunteering
- 30 Building a High-Performing Team
- 37 Continuous Feedback
- 38 Our Workforce in 2024
- 41 Compensation Practices

Creating Value for Our Customers

CUSTOMERS

- 44 Designing to Delight
- 45 Product Quality and Safety
- 47 Simplifying Vision Care
- 49 Connecting with Our Customers
- 50 Evaluating Feedback

Driving Sustainability

ENVIRONMENT

- 53 Managing Our Carbon Footprint
- 56 Our Supply Chain
- 57 Our Approach to Sourcing
- 62 Sustainability in Our Products
- 64 How Social Compliance Shapes Our Supply Chain
- 66 Sustainability Across Our Offices

Governing with Integrity

- 68 Embracing Accountability
- 69 Data Privacy and Security
- 70 Our Approach to CSR
- 71 Our Board of Directors

Appendix

- 74 About This Report
- 75 Data Tables Index
- 78 GRI Topic Definitions
- 80 GRI Index
- 89 SDG Index
- 90 SASB Index

Who We Are

04	A Message From Our Co-CEOs
05	About Us
07	Core Values
08	Our Focus
09	Our Stakeholders
10	2024 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

A Message From Our Co-CEOs

From day one at Warby Parker, we sought to deliver exceptional customer experiences at great value—and to demonstrate that business and impact can go hand in hand. Today, 15 years down the road, this conviction remains at the heart of everything we do.



2024 was a year of significant milestones for #teamwarby. We opened 41 new stores (the most we've ever opened in a single year!), expanding our retail fleet to over 275 stores; we launched 17 new eyewear collections; we created high-impact brand moments like our collaboration with Emma Chamberlain; and we provided half a million free solar eclipse glasses across the U.S. and Canada in celebration of the Great North American Solar Eclipse. We deepened our commitment to delivering best-in-class eye care by growing our eye exams, contacts, and progressives businesses, and by broadening our insurance partnerships to reach more than 30 million people with in-network vision care. Among all the milestones we marked this year, the one we are proudest of is surpassing 20 million pairs of glasses distributed to people in need globally through our Buy a Pair, Give a Pair program.

As much as we've been able to accomplish, we're still just getting started. Myopia continues to rise rapidly, and it's estimated that by 2050, over half the world's population will need corrective vision—and as we face this need, we believe we have both profound responsibility and tremendous opportunity in front of us. We know that the more successful our business is, the more impact we can create—and that motivates us to work harder, always in pursuit of our mission to provide vision for all.

Thank you for your continued partnership, and for helping to make 2024 our most impactful year yet.

NEIL BLUMENTHAL
Co-Founder and Co-CEO

DAVE GILBOA
Co-Founder and Co-CEO



About Us

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

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

Since the day we launched in 2010, we've pioneered ideas, designed products, and developed technologies that help people see. We offer everything you need for happier eyes, 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 20 million pairs have been distributed so far—and we're only just getting started.

Warby Parker at a glance

As of 12/31/2024

NUMBER OF
TEAM MEMBERS¹



3,790

NUMBER
OF STORES



276

NUMBER OF
NEW STORES
OPENED IN 2024



41

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



20
million+

NUMBER OF
NEW COLLECTIONS
LAUNCHED IN 2024



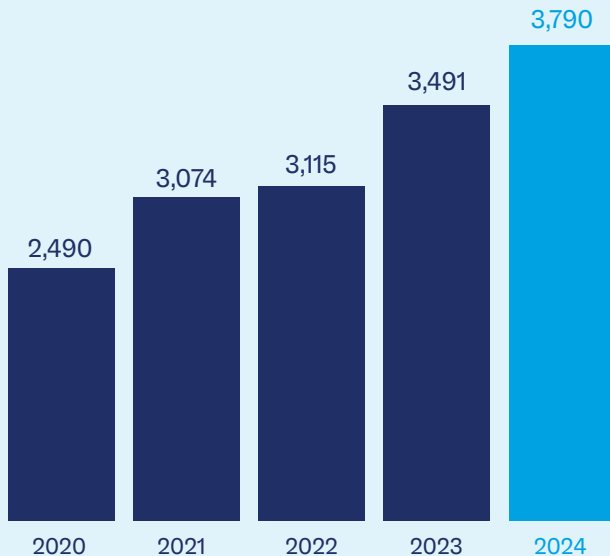
17

NUMBER OF
VOLUNTEER
HOURS IN 2024

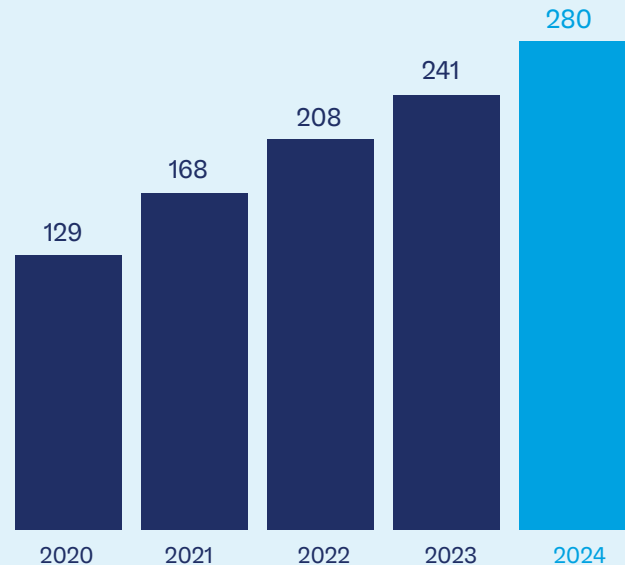


3,650+

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.



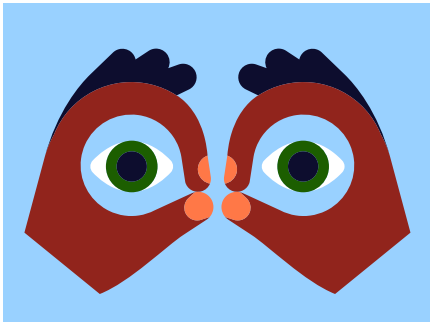
COMMUNITY

From nonprofit collaborations to our Buy a Pair, Give a Pair program, we aim to serve the communities where we live and work—and those in need around the world.



EMPLOYEES

We strive to create a work environment in which employees can think big, have fun, drive scale and innovation, achieve personal growth, and engage with the community.



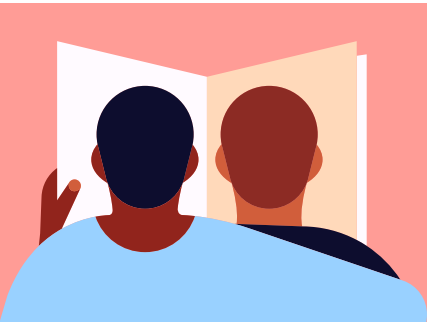
SHAREHOLDERS

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



ENVIRONMENT

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



PARTNERS

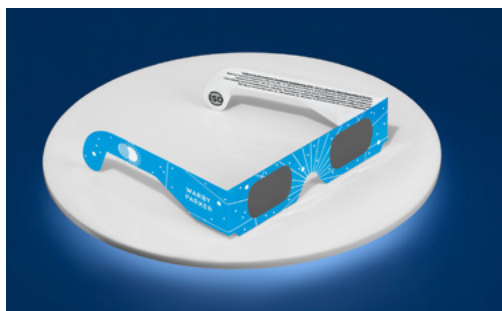
We carefully select our partners and hold them to as high a standard as we hold ourselves.

Artwork by Giacomo Bagnara at Warby Parker Danbury Fair

² The 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 53–55.

2024 at a Glance

2024 was a year of growth and impact. We opened *41 new stores*—the most we’ve ever opened in a single year—bringing our *total store count* to over 275 locations. We enhanced our patient and customer experience by introducing and scaling new capabilities, including *Glasses Eraser* for Virtual Try-On, and expanding our product assortment across 17 collections, including a collaboration with *Emma Chamberlain* and innovations like foldable frames. We continued to drive impact through our social innovation work—*Pupils Project* expanded to Austin, TX, and Las Vegas, NV, and we surpassed *20 million pairs of glasses distributed* through our Buy a Pair, Give a Pair program. But the most memorable moment may have been when we celebrated the *Great North American Solar Eclipse* by distributing 500,000 pairs of custom-designed eclipse-viewing glasses across the U.S. and Canada, which resulted in record-breaking retail foot traffic, press coverage, and social media engagement.



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. We believe it’s better business to make decisions that consider the first- and second-order impacts of our conduct—and the interests of all our stakeholders, including our shareholders, our customers, our employees, our community, and the environment. Being a public benefit corporation means that our leadership and board of directors have a responsibility to make decisions through this lens and to further the public benefits 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 as we continue to scale.

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 (and in February 2024, reaffirmed) 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

Progress 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 meeting certain levels of social and environmental performance, accountability, and transparency, as certified by the independent organization B Lab. To achieve B Corp certification, every three years we undergo a rigorous evaluation of how our operations and business model impact our workers, community, environment, and customers. 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 our Buy a Pair, Give a Pair program. To date, the program has distributed over 20 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 have been made to the Warby Parker Impact Foundation each year since, 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*, *Take action*, 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?

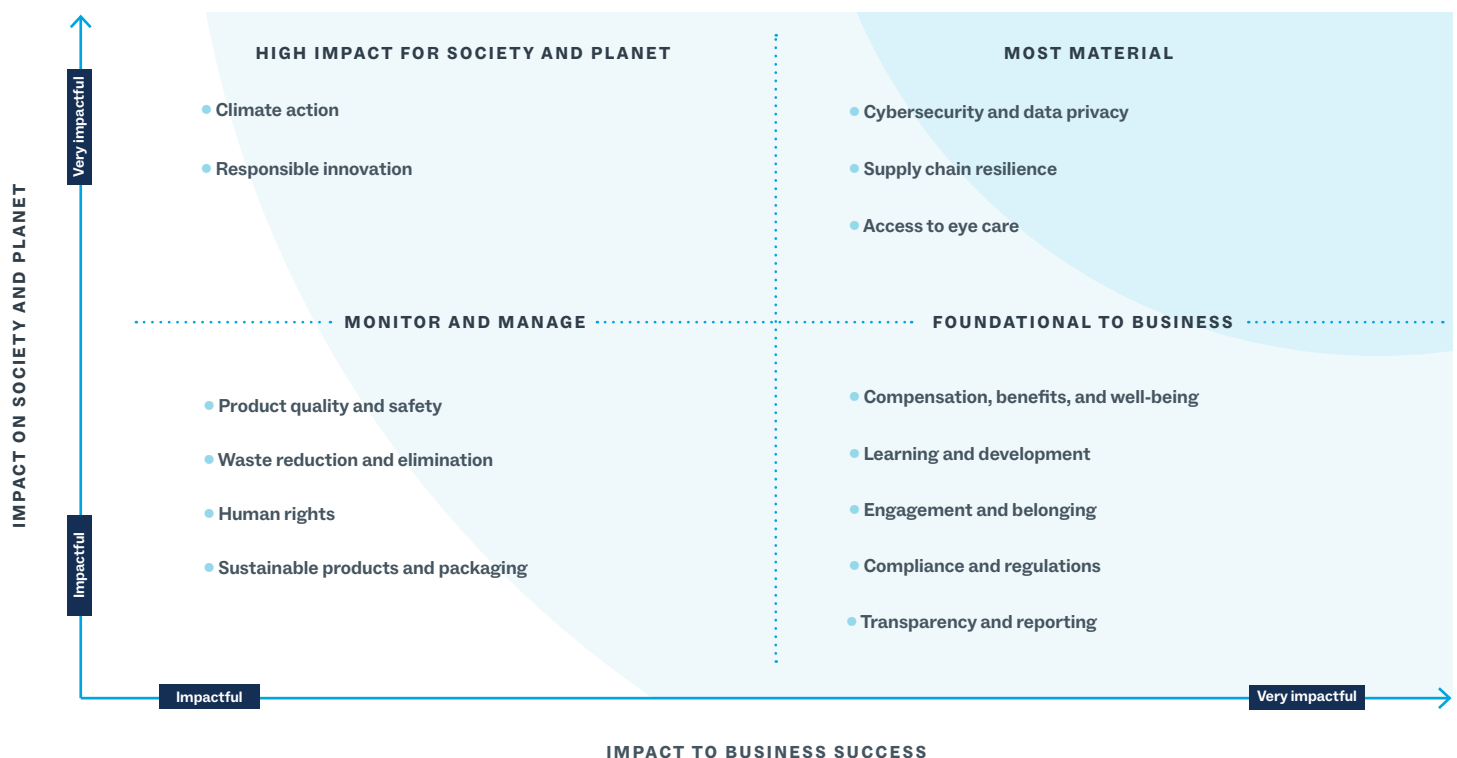
The GRI seeks disclosures from organizations on topics that reflect their significant economic, environmental, and social impacts. Every business's topics are completely specific to them and will change over time. We believe that prioritizing issues gives us a moment to pause and consider opportunities 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 both 2020 and 2022, as we understand that our important ESG topics may change over time.

In 2024, we conducted a double materiality assessment to identify an updated list of the ESG topics upon which we can have the most impact and that are most relevant to our business.

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, they interviewed various internal and external stakeholders, and surveyed our team members and customers, in order to glean which issues were most important to these stakeholders. We then held two workshops 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 business impact and impact on the economy, environment, and society.

All these topics represent opportunities that are meaningful to us, but for this report, we share specific information on the ten topics deemed highest in impact 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)
BUILDING COMMUNITY	We take care of our employees and communities by advancing access to eye care, providing fair wages, promoting well-being, and more.	      
CREATING VALUE FOR OUR CUSTOMERS	We design and deliver remarkable products and experiences to help our customers see (and look) better.	  
DRIVING SUSTAINABILITY	We aim to use resources responsibly, reduce waste, and maintain a neutral carbon footprint across our operations.	   
GOVERNING WITH INTEGRITY	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 double materiality assessment 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 strategy for using our brand to make a positive impact on communities around the world, our approach to building a high-performing team, 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.



Building Community

OUR COMMUNITY

- 20 Our Buy a Pair, Give a Pair Program
- 25 Community Engagement

TEAM MEMBERS

- 27 Warby Well-Being
- 28 Culture and Engagement
- 29 Volunteering
- 30 Building a High-Performing Team
- 37 Continuous Feedback
- 38 Our Workforce in 2024
- 41 Compensation Practices

In 2024, driving the growth of our business went hand in hand with creating an even greater social impact, including one especially meaningful milestone: surpassing 20 million (!) pairs of glasses distributed to people in need through our *Buy a Pair, Give a Pair* program.

We also scaled our *Pupils Project* initiative, which brings free vision tests and glasses to schoolchildren in need, to two new cities—Las Vegas, NV, and Austin, TX. And in the spirit of continuing to make high-quality vision care accessible to all, we hosted our annual *One Vision Summit* for retail leaders and optometrists across the entire company, where more than 400 team members aligned on how to serve our customers and communities better than ever before.

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's served people in need of vision care across more than 80 countries globally. In 2024, we reached a major milestone, as the total number of glasses distributed through the program officially exceeded 20 million pairs. It's a significant landmark for our social mission, and one that motivates us to continue

making a greater impact as we scale. Additionally, by the end of the year, we had 276 stores operating in markets across the United States and Canada 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. As of 2024, over 20 million pairs have been distributed through our Buy a Pair, Give a Pair program. That means over 20 million

more people now have the glasses they need to learn, work, and achieve better economic outcomes.³ We couldn't have accomplished this without our team, our customers, and the rest of our community—and above all, we're excited to channel this momentum toward an even larger impact as we move forward.

In 2024, glasses were distributed in 25 countries through our Buy a Pair, Give a Pair program



- | | | | | |
|--------------------|-----------|---------|------------------|---------------|
| BANGLADESH | GUATEMALA | LIBERIA | PAPUA NEW GUINEA | UKRAINE |
| CAPE VERDE | HONDURAS | MALAWI | PARAGUAY | UNITED STATES |
| CHAD | INDIA | MEXICO | PERU | UZBEKISTAN |
| DOMINICAN REPUBLIC | JORDAN | NEPAL | SIERRA LEONE | VIETNAM |
| GHANA | KENYA | NIGERIA | UGANDA | ZAMBIA |

³Due 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.

The Impact of a Pair of Glasses

A study released in April 2024 by BRAC, Queen's University Belfast, and VisionSpring—one of our longest-standing nonprofit partners—looked at the impact of glasses dispensed to people in need.

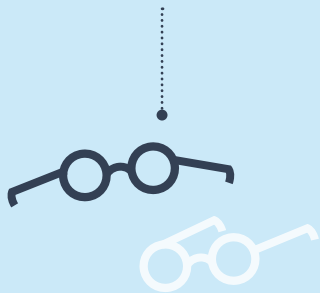


THE RESULTS ARE EYE-OPENING:

1 in 2

ADULTS

AGED 35-65 WHO HAD THEIR EYES TESTED WERE FOUND TO BE FAR-SIGHTED

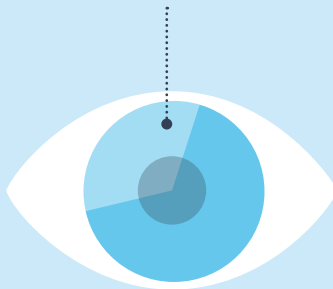


Recipients of glasses saw a

33.4%

INCREASE IN INCOME

AFTER EIGHT MONTHS OF WEARING THEM

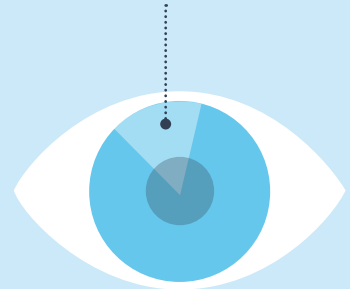


They also experienced a

16%

IMPROVEMENT

ON THE STUDY'S QUALITY OF LIFE INDEX



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 Parker 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 individuals 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 26 years, the organization has visited around 10,000 schools per year, providing over 17.9 million eye exams and more than 6.4 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 34 million people in 150 countries over the past 21 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 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 110 options—with black, pink, and blue being the most popular colors!)

Pupils Project began in New York City in 2015, and now operates in over 40 cities across 9 states and Washington, D.C.—including two new regions that we added in 2024: Las Vegas, NV, and Austin, TX. During the 2023–2024 school year, we distributed over 50,000 pairs of glasses, bringing the total number of pairs distributed through the program to over 290,000, to date.

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
THROUGH PUPILS PROJECT.



SCREENINGS



EXAMS



GLASSES

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
2024	290,982	57,817	51,214



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.

Community Engagement

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 at a larger scale.



On April 8, 2024, we helped half a million people see and celebrate the Great North American Solar Eclipse—the last total solar eclipse visible from the contiguous United States until 2044. To make the most of this celestial spectacle (for as many people as possible), we custom-designed our own ISO-certified eclipse-viewing glasses and gave away 500,000 pairs, both at our stores and to select Delta passengers, in an official partnership with the airline. This initiative allowed people across the country to observe a rare astronomical phenomenon with proper eye protection—and it brought record-high traffic into our stores, creating a unique opportunity for us to connect with our local communities across the country.



Our community engagement efforts also included:

- Supporting those working to positively impact our hometown of New York City, such as the Robin Hood Foundation, Tech:NYC, Edible Schoolyard NYC, Free Arts NYC, and others (including sponsoring a local Little League team!)
- Making donations to organizations such as YoungArts, the Lower Eastside Girls Club, and others as part of product collaborations in 2024
- Continuing to offer our company-wide volunteer benefit, through which Team Warby volunteered over 3,650 hours in 2024
- Sponsoring (for the fifth year running!) the Impact HBCU Career Day to build awareness of optometry as a career option among college students
- Supporting creative partners and collaborators across various fields and backgrounds with the aim that our brand reflects our team, our customers, our communities, and our values

Team Members

Making an impact for our communities and our customers takes an ambitious and multitalented team.



As we grow, we stay true to our mission by working to develop a team that's high-performing, inclusive, well-rounded, and thoughtful—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 accomplish that, Warby Parker provides a variety of wellness, engagement, volunteering, and learning and development opportunities.



Artwork by Rob Wilson at Warby Parker Barton Creek Square

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, pet insurance, discounted unlimited cell phone plans and fitness memberships, 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.

Culture and Engagement

Nothing gets us more excited than an opportunity to engage, delight, and celebrate Team Warby. Our thoughtfully created, core-values-based 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.

1 Rewards and recognition

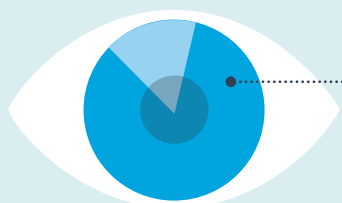
In line with our core value *Do good*, we encourage team members to thank each other in a big way—whether it be for going above and beyond (with company-wide virtual high fives); for living out a core value (with our coveted Blue-Footed Booby awards); or for taking another trip around the sun with Warby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

2 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 one another.

3 Ongoing connection

Whether it's the weekly All-Hands meeting at our NYC HQ, quarterly all-store calls, company-wide discussions (like 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:

88% OF TEAM MEMBERS

WHO PARTICIPATED IN OUR 2024 EMPLOYEE ENGAGEMENT SURVEY⁴ SAY THEY KNOW HOW THEIR WORK CONTRIBUTES TO THE GOALS OF WARBY PARKER

⁴ In 2024, we heard from 92% (or 3,015) of our eligible team members at time of survey.

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 per year to volunteer. In total, Team Warby volunteered over *3,650 hours in 2024* (a 20% increase from 2023!).



OUR TEAMS WORKED WITH A LOT OF ORGANIZATIONS ACROSS THE COUNTRY. HERE ARE A FEW:

- UNITED WAY GREATER HOUSTON
- GREATER BOSTON FOOD BANK
- GROUNDS KREW
- NEIGHBOR TO NEIGHBOR
- CARDS FOR HOSPITALIZED KIDS
- RONALD MCDONALD HOUSE
- THE MONTROSE CENTER
- HOMEWARD TRAILS
- ANNAPOLIS STRIDERS RUN CLUB
- SECOND CHANCE ANIMAL SERVICES
- ROOM TO GROW
- HALEY HOUSE
- SCOUTING AMERICA
- SHOWER POWER
- 11TH HOUR RESCUE
- BOOKS FOR DEVELOPMENT
- RELAY FOR LIFE FALL RIVER CHAPTER
- COMMUNITY RESOURCE CENTER NASHVILLE
- NWA FOOD BANK
- RETHINK FOOD
- ROOM TO GROW
- TENTHTRITYFIVE
- HOUSTON FOOD BANK
- GOD’S LOVE WE DELIVER
- RICHMOND SPCA
- FOR KIDS ONLY
- WOMEN’S LUNCH PLACE
- BELL GARDEN
- DOG STAR RESCUE



Building a High-Performing Team

We believe that growth for our individual employees, our teams, and our company as a whole all depend on the same thing: creating a culture of continuous learning and exploration.

To drive innovation and excellence, we provide exceptional learning and career development opportunities to all our employees. These initiatives empower every team member to thrive in their current roles and pave the way for their long-term growth.

Our commitment to developing talent starts from day one. New hires begin their journey with at least a week of immersive onboarding designed to build a strong foundation for engagement, productivity, and long-term success.

This onboarding experience goes beyond outlining job responsibilities—it introduces new team members to our company's history, values, and culture while connecting them with colleagues and cultivating a sense of belonging from the start. As employees progress through their careers at Warby Parker, we offer a range of learning and development programs to support their growth as they take on new roles, advance their skills, and open doors for future opportunities.

Ongoing Training and Learning

We provide multiple avenues for our employees to enhance both their technical expertise and interpersonal skills. Corporate and Customer Experience team members can participate in monthly workshops through Warby Parker Academy, which cover a variety of topics, from project management strategies to giving effective feedback to using different data analysis methods. Team members across all our divisions and locations can also access recordings of these workshops and have access to an extensive online library of courses spanning thousands of topics.

Extended Experience Program

The Extended Experience program offers eligible Retail, Customer Experience, and Lab employees a unique chance to contribute to timely projects across departments, expand their skill sets beyond their current roles, and play a vital part in advancing key company priorities.

Participants in the program cultivate industry-specific technical and interpersonal skills that they can apply to their current roles and future career paths. They also gain valuable business insights, strengthen cross-departmental collaboration, and build lasting professional relationships. Those who lead an Extended Experience are able to develop mentorship and leadership skills, spearhead new projects, and foster connections across teams. To ensure an inclusive selection process, we use a rigorous, objective application and interview process for the program.

TESTIMONIAL FROM AN EXTENDED EXPERIENCE PARTICIPANT:



“This was my second Extended Experience, and I really enjoyed the program both years! [...] The benefit of getting to know members of leadership in different areas of the company, and really feeling like my ideas were being taken into consideration, cannot be overstated.”

Here's a snapshot of the program in 2024:

We hosted 21 projects across 10 departments, including:

- Supporting our Brand Marketing team in content creation, community engagement, and analytics on social media platforms
- Improving our customers' experience by analyzing and summarizing customer feedback to recommend solutions for common issues
- Uncovering drivers for specific product business trends and crafting recommendations for the team on how to proceed

Of our 21 participants:

- 29% work on our Customer Experience team
- 71% work on our Retail team, representing 10 of our 16 Retail districts

The program continues to get great reviews!

- The program had a Net Promoter Score of 90
- 91% of Extended Experience participants report that they have gained valuable skills and development opportunities
- 90% of participants would apply for another Extended Experience in the future

Structured Learning & Development Programs

It takes intentional effort and consistent learning to build a workplace where all team members feel like they belong. We integrate comprehensive inclusion training into our development programs for all employees, starting at new-hire orientation and continuing through the employee lifecycle.

Leadership Development

Retail Leadership Development Program

Over the last two years, the number of supervisors and managers on our Retail team has increased by nearly 40%, and these team members play a key role in helping our stores succeed.

Our Retail Leadership Development Program seeks to invest in the development of this rapidly growing and critical part of our team by achieving three objectives: (1) building consistency in the expectations for Retail supervisory roles; (2) strengthening our internal hiring bench for these team members to grow into more senior roles; and (3) increasing the impact of

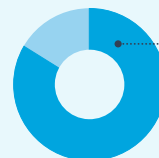
our leaders both on and off the sales floor to deliver excellent customer and employee experiences.

This program combines both self-led content and facilitated sessions. Self-led training focuses on operational skills including analyzing metrics, managing scheduling, and leading on the floor. Facilitated topics include behavioral skills such as feedback and coaching, HR fundamentals, change management, crucial conversations, and performance management.

RETAIL SUPERVISOR & MANAGER TRAINING

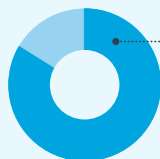
534

SUPERVISORS AND MANAGERS
COMPLETED THE PROGRAM IN 2024



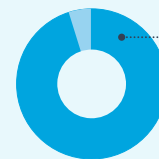
84%

WOULD RECOMMEND
THIS TRAINING TO A PEER



83%

FELT THAT THIS TRAINING
WAS RELEVANT TO THEIR
CURRENT NEEDS AS A LEADER



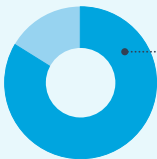
91%

FELT THAT THE SESSIONS
WERE ENGAGING

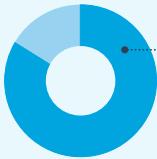
Warby Parker Manager Academy

Warby Parker Manager Academy aims to equip all Warby Parker people managers with fundamental leadership skills to build, develop, and retain high-performing teams.

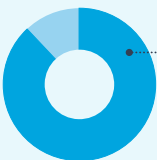
WARBY PARKER MANAGER ACADEMY
BY THE NUMBERS



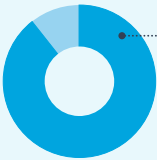
81%
OF MANAGERS AGREE
THAT THE CONTENT IS RELEVANT
TO THEIR NEEDS AS PEOPLE
MANAGERS AT WARBY PARKER



82%
OF MANAGERS BELIEVE
THAT THE CONTENT IS
PRACTICAL AND EASY TO APPLY



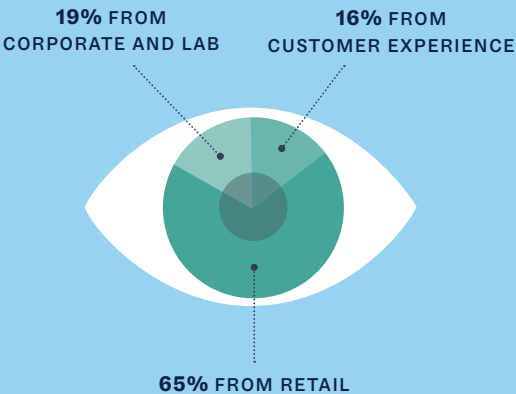
89%
OF MANAGERS FEEL
MORE EQUIPPED TO
BUILD AN INCLUSIVE, GROWTH-
MINDSET CULTURE



87%
OF MANAGERS FEEL
MORE EQUIPPED TO DISCUSS THEIR
DIRECT REPORTS' GOALS AND ASSES
PERFORMANCE OBJECTIVELY

By the end of the program, managers learn specific skills related to coaching, giving feedback, fostering motivation, and supporting their direct reports' career development.

Corporate, Customer Experience, and Lab managers participating in the Academy come together in our offices for three back-to-back, action-filled days of expert-facilitated discussion. Our Retail managers join three full-day virtual sessions over the course of three months. In both program formats, all team members are placed with a cohort who they stay with for the duration of the program, building lasting relationships and camaraderie across the business.



230
PEOPLE MANAGERS PARTICIPATED IN THE
PROGRAM ACROSS ALL FOUR DIVISIONS IN 2024



Artwork by Igor Bastidas

One Vision Summit

Close-knit collaboration is essential to our Retail team and their ability to make an impact, both for our customers and our business. In 2024, our annual One Vision Summit brought together leaders and optometrists (ODs) from across the country to share insights and strengthen ties.

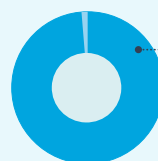
400 of our retail leaders and optometrists traveled to Dallas, TX, for the three-day summit, which focused on driving connection, strengthening business alignment, developing our team, and living out our core values.

Participants learned more about our financial outlook, workforce management approach, seamless customer experience strategies, and technology roadmap. We also hosted over 15 hours of role-specific training, from continuing education courses for our ODs to workshops focused on change management and crucial conversations for our Retail and OD Leadership. To top it all off, we welcomed a surprise keynote speaker—Cynt Marshall, former CEO of the Dallas Mavericks! All our attendees left the Summit with new connections, inspiration for how to lead their teams, and specific commitments around how to strengthen their individual businesses and our collective organization.

WHAT OUR TEAM SAYS ABOUT ONE VISION SUMMIT:

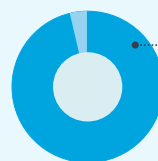


“An amazing event. A great opportunity to meet with peers, learn, and be inspired by various speakers. Very thoughtfully organized, from meetings to gatherings, food, and hotel. Thank you, Warby, for this one-of-a-kind experience. Can’t wait for the next one!”



97% OF ATTENDEES

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



95% OF ATTENDEES

FELT THAT THE ONE VISION SUMMIT ALLOWED TEAM MEMBERS TO CONNECT IN A MEANINGFUL WAY

Coaching at Warby Parker

In 2024, we scaled our coaching program at Warby Parker to continue investing in our team members' short- and long-term career growth.

One-on-one coaching can support an individual in charting and achieving their personal and professional aspirations—so we specifically provide this type of coaching to team members in the early and middle stages of their career as a way to invest in the growth of our entire team.

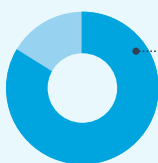
Since starting the program in 2020, 214 team members have participated; 66 team members participated in 2024. The program helped our team members increase their feelings of certainty around their career paths and coached them on how to engage in feedback conversations. As compared to before they participated in coaching, participants felt more favorably about their career paths, their ability to achieve their goals, and their ability to approach crucial conversations with their peers and direct reports.

AVERAGE SHIFTS IN SENTIMENT BEFORE AND AFTER COACHING, ON A 10-POINT SCALE:

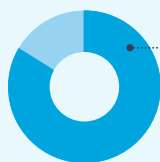
I have a clear understanding of my career path	+1.3 PTS
I have a clear understanding of my growth areas to follow that career path	+1.7 PTS
I am able to achieve my professional goals and objectives	+1.1 PTS
I am comfortable having crucial conversations with my peers and direct reports	+1.8 PTS

ON AVERAGE, TEAM MEMBERS WHO PARTICIPATED IN THE LEAP PROGRAM IN 2024 RATED THEIR OVERALL EXPERIENCE AS:

8.2 OUT OF 10



83% OF ATTENDEES
FEEL THAT THEY GAINED
VALUABLE NEW SKILLS



83% OF ATTENDEES
FEEL THAT THEY HAVE MORE
EXPOSURE AND ACCESS TO
RESOURCES TO AID IN THEIR
PROFESSIONAL DEVELOPMENT

Leadership Exploration and Progression (LEAP)

The LEAP program provides proactive and structured professional development, leveraging best-in-class practices in leadership development in order to provide our team members with the skills, knowledge, network, and advocacy they need to advance in their career.

The program includes a 360-degree assessment to identify individual strengths and opportunities based on feedback from participants' managers, peers, and direct reports; one-on-one sessions with a professional coach to debrief the 360-degree assessment and set a Professional Development Plan (PDP); cohort learning sessions focused on leadership competencies; and a six-month partnership with a Senior Advocate within our organization. Two cohorts completed the LEAP program in June 2024, and one cohort is currently enrolled in the program.

**Optometrist (OD) Leaders
Development Program**

As we’ve scaled our vision care operations, we’ve also grown our OD Leadership group—and identified it as a key team in which to invest, given their impact on our overall business and the number of optometrists they manage.

This pilot program combined leadership development workshops, 360-degree reviews, and one-on-one professional development coaching to give our OD Leaders the opportunity to strengthen their people management and leadership skills. Each OD Leader identified their strengths and opportunities for growth based on feedback from their manager, peers, and direct reports—and then worked with an external professional development coach to make progress toward their areas of development.



**AVERAGE SHIFTS IN SENTIMENT BEFORE AND AFTER
THE PROGRAM, ON A 10-POINT SCALE:**

I understand my strengths and areas
for growth opportunities **+1.5 PTS**

I am empowered to make decisions and act
independently within my role **+1.2 PTS**

I have the tools necessary to manage stress **+1.6 PTS**

**AVERAGE RATINGS AFTER
COMPLETING THE PROGRAM:**

8.1 OUT OF **10**

I FEEL MORE EFFECTIVE AT WORK

8.2 OUT OF **10**

**I HAVE MADE PROGRESS
TOWARD TACKLING MY PROFESSIONAL
DEVELOPMENT GOALS AND CHALLENGES**





Continuous Feedback

We believe that a culture of continuous feedback creates 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.

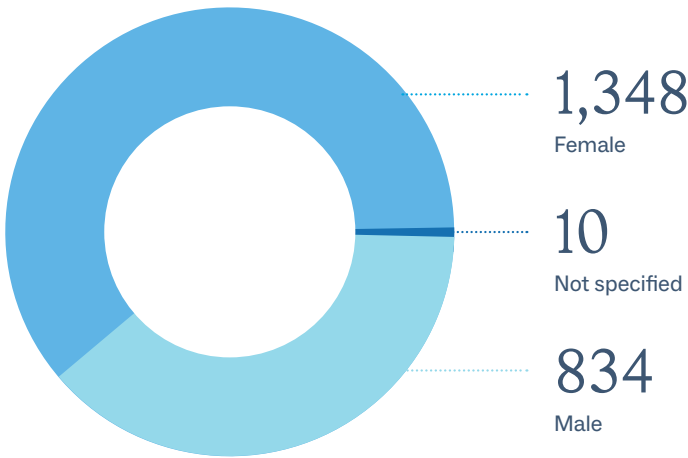
According to our 2024 Employee Engagement Survey, about three-fourths of respondents believe we have effective tools in place for giving, receiving, and asking for feedback.

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. 86% of employees who participated in our 2024 Employee Engagement Survey said they know what they need to do to be successful in their role.

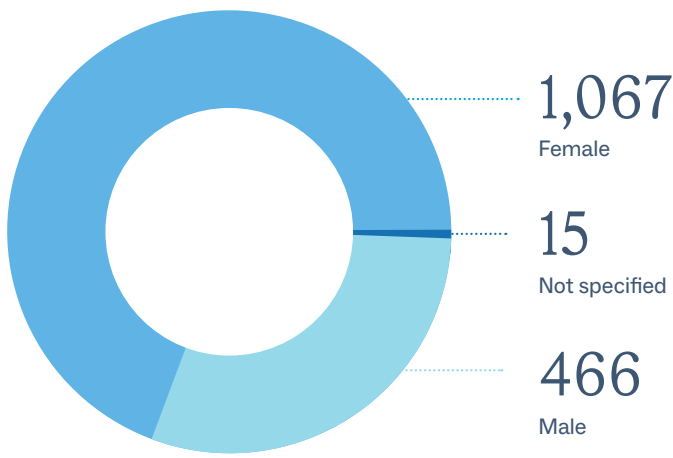
Our Workforce in 2024

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

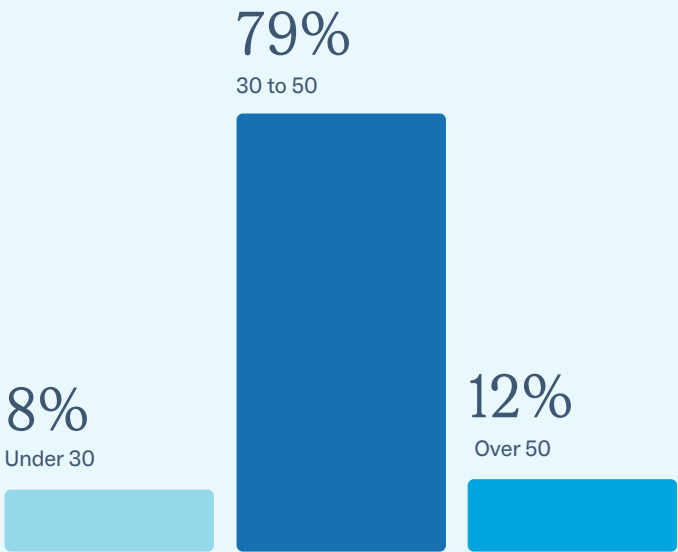
Full-time 2,192



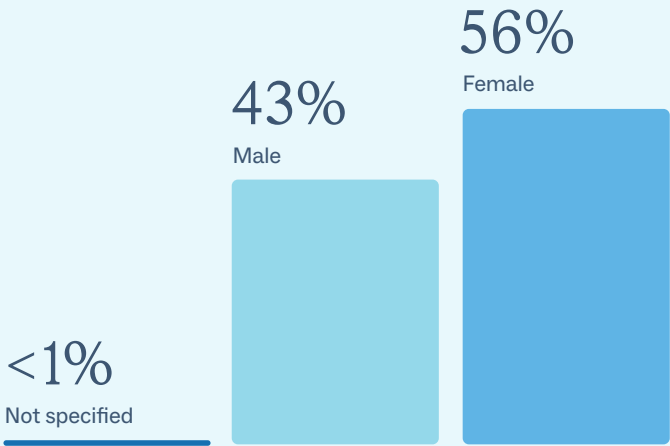
Part-time or temporary 1,548



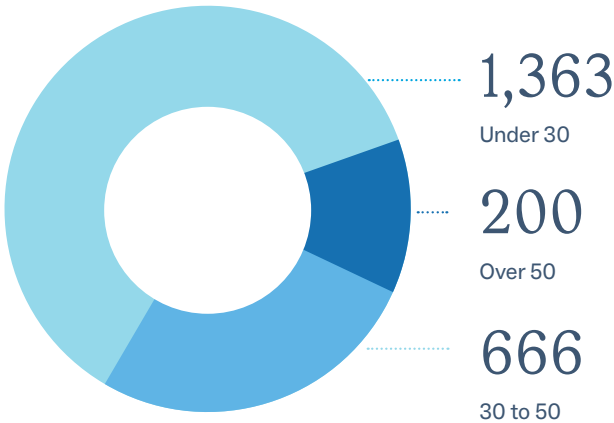
Percent of managers
(by age⁵ in the U.S.³)



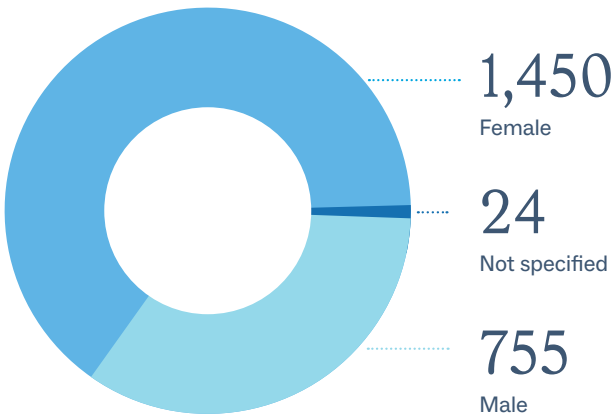
Percent of managers
(by gender⁶ in the U.S.³)



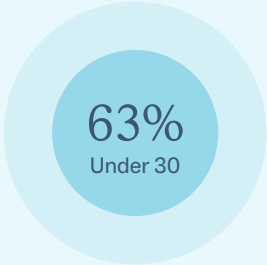
Total number of new team members¹
(by age⁵ in the U.S.³)



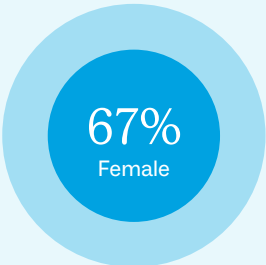
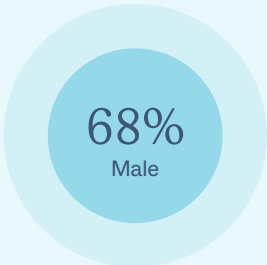
Total number of new team members¹
(by gender⁶ in the U.S.³)



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



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

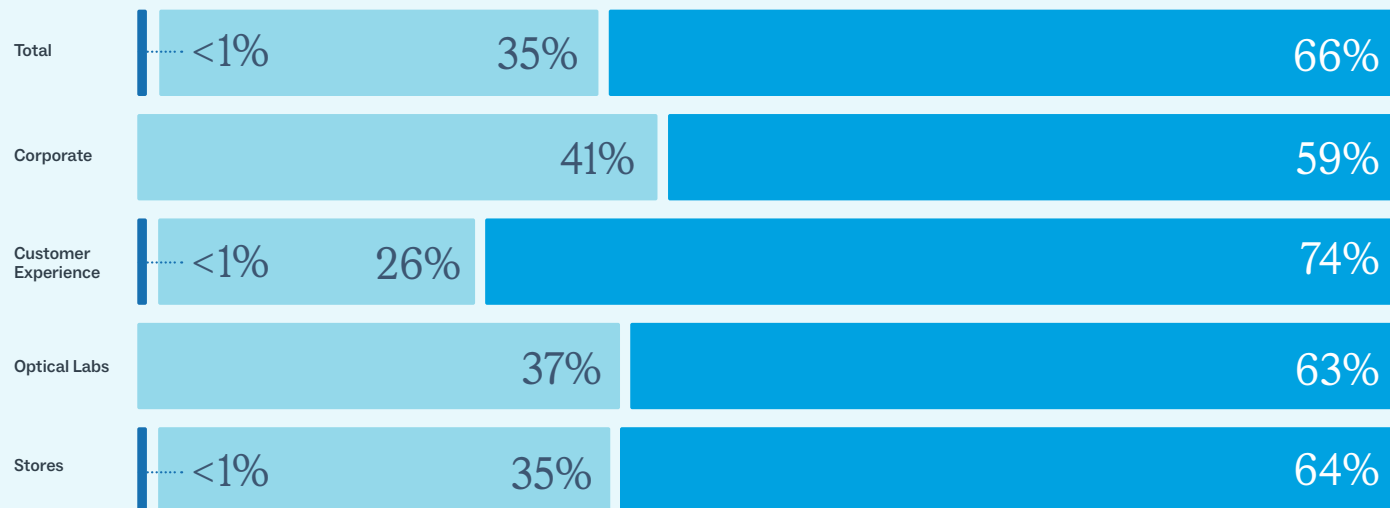


Team member¹ retention rate⁷
(by employment type² in the U.S.³)



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

Female Male Not specified

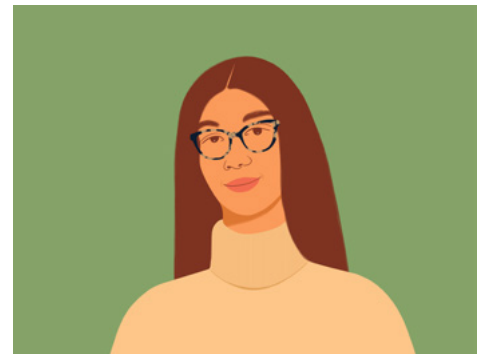
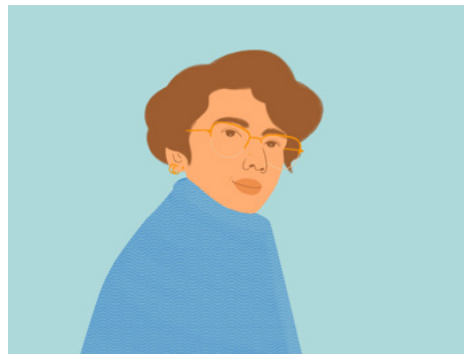
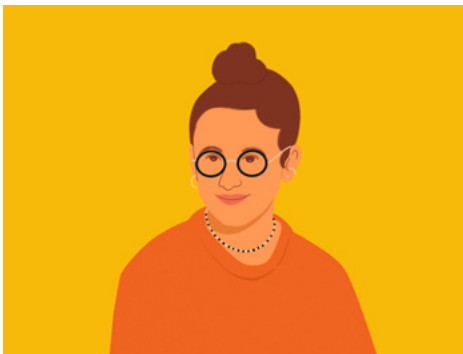
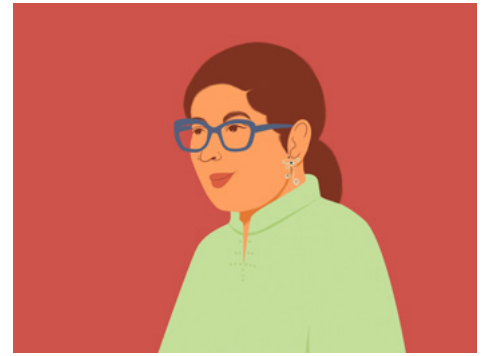


Representation by group⁸ (by race/ethnicity⁴ in the U.S.³)

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%	12%	16%	17%	< 1%	< 1%	7%	46%
Corporate	< 1%	15%	6%	10%	< 1%	0%	6%	62%
Customer Experience	< 1%	2%	21%	8%	2%	0%	9%	57%
Optical Labs	< 1%	6%	21%	47%	2%	3%	5%	16%
Stores	< 1%	13%	16%	16%	< 1%	< 1%	7%	46%

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. 75.
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

5. 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.
6. Team member ages in the data reflect their ages as of December 31, 2024.
7. 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.
8. Retention rate is calculated as $1 - (\text{Departures during 2024}) / (\text{Headcount at the end of 2023} + \text{Hires during 2024})$
9. Leadership roles include managers at all levels of our company.



Artwork by Ojima Abalaka at Warby Parker Summit Mall

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.

Creating Value for Our Customers

CUSTOMERS

- 44 Designing to Delight
- 45 Product Quality and Safety
- 47 Simplifying Vision Care
- 49 Connecting with Our Customers
- 50 Evaluating Feedback

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 make shopping easier, more convenient, and more delightful.

In 2024, we introduced a new, patented feature called Glasses Eraser to our award-winning Virtual Try-On tool in the Warby Parker app. If you've ever shopped for new glasses (in stores or virtually), you know it can be difficult to see yourself clearly when trying on potential new pairs that don't have your prescription. That's where Glasses Eraser comes in. Built using computer vision and generative AI, it seamlessly removes your real glasses while you try on virtual glasses, so you can still see while testing out new pairs. The result is a Virtual Try-On experience that's smarter, easier, and more realistic than any similar product on the market.

Another way in which we've made it easier for customers to shop with us is by continually launching partnerships with new insurance carriers to bring even more lives in-network with us. Last year, we launched our partnership with Versant, bringing our in-network coverage to over 30 million lives by the end of 2024. We also offer 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—no matter their carrier—and apply those eligible benefits to their order in a flash.

We look forward to continuing to add innovative products and services to help our customers see.



Designing to Delight

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.

To that end, we're always working to pioneer new technologies and design features that can't be found anywhere else—in 2024 alone, we obtained 8 new patents, bringing our total number of patents across the business to 92.

In each customer touchpoint, we have the 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—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 Development and Quality 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 physico-chemical properties of contact lens materials) and ANSI Z80.20.



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, beautifully designed frames 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.

Fifteen years in, we're still at it: surprising and delighting our customers by anticipating changing needs and technologies.

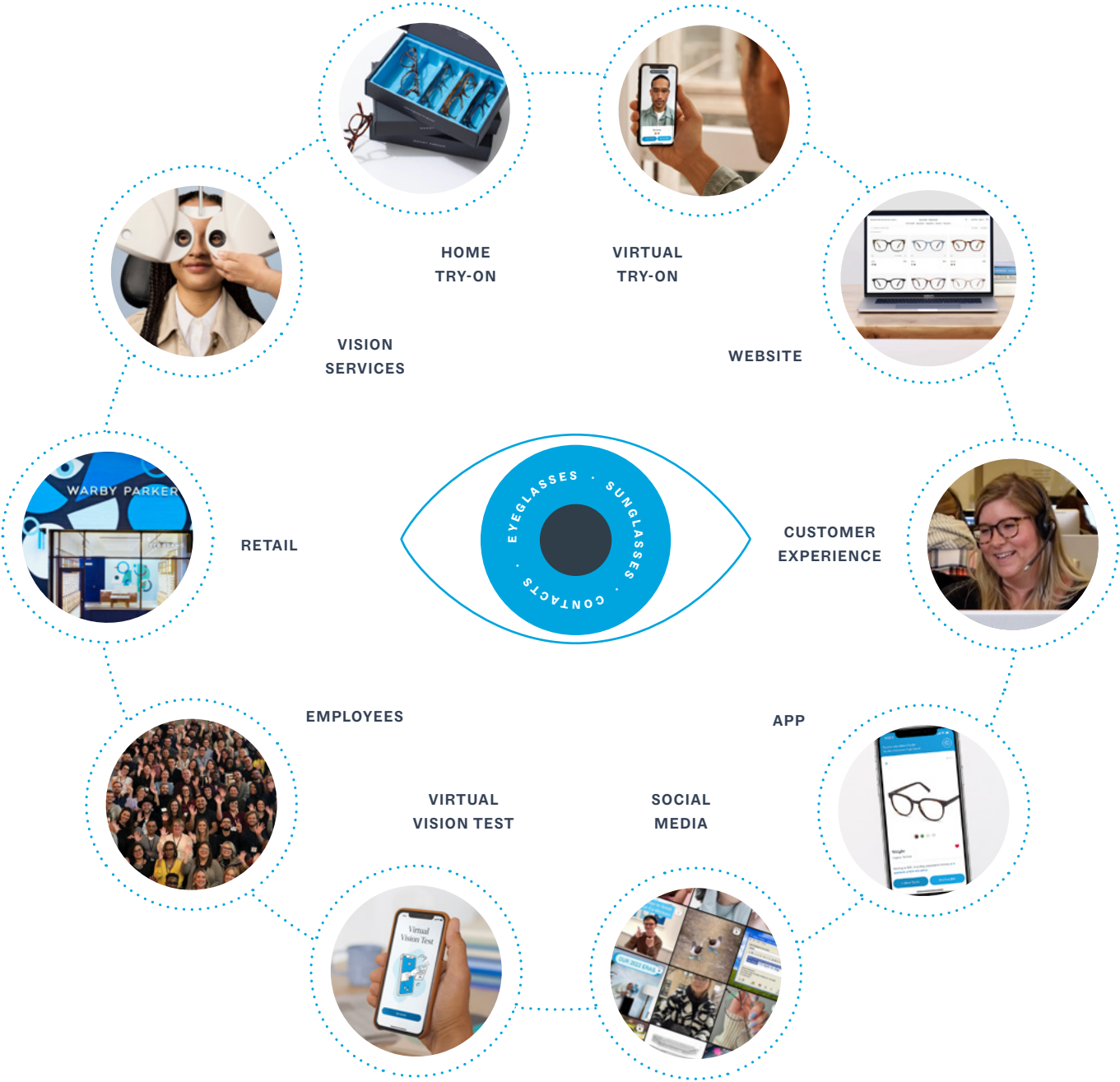
Since our launch, we've expanded our product offering, creating a one-stop shop for customers interested in buying sunglasses, contacts, and more. At our fleet of more than 275 stores across the U.S. and Canada, we've introduced services like comprehensive eye exams and, more recently,

begun offering state-of-the-art, video-assisted exams to provide expert vision care when and where our customers want it. We've also introduced services like retinal imaging at even more locations, which gives our optometrists a closer look at a patient's eye to detect early signs of eye disease.

To further enhance the overall shopping experience and help customers have access to the products and services they need, we've developed groundbreaking in-house technologies like Virtual Vision Test and Virtual Try-On. 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.

Over time, we've continued to expand our vision services: By the end of 2024, 86% of our stores offered eye exams. We believe continuing to build out these capabilities allows us to better design and deliver amazing customer experiences.

All the Ways to Warby Parker



Connecting with Our Customers

At Warby Parker, we're in the business of creating consistently wonderful, nothing-short-of-amazing experiences and tailoring them to the individual customer, down to the smallest interaction.



This approach applies to all departments and every channel of engagement. Frictionless, efficient encounters, the kind that leave our customers running to tell their friends about us, are what we're after.

A real live person is just a call, chat, text, email, or DM away, any day of the week—because we always want to know what's frustrating or delighting our customers.



CALL



CHAT



EMAIL



DM

Evaluating Feedback



Artwork by Simone Martin-Newberry at Warby Parker Blackstone Valley

We wake up each day with a mission to treat our 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 ensuring 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 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 (NPS), which 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 gather feedback:

- 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 routinely analyze trends in the feedback that we collect through this data and use that information to help build better experiences for our customers.
- 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.

Driving Sustainability

ENVIRONMENT

- 53 Managing Our Carbon Footprint
- 56 Our Supply Chain
- 57 Our Approach to Sourcing
- 62 Sustainability in Our Products
- 64 How Social Compliance Shapes
Our Supply Chain
- 66 Sustainability Across Our Offices

Environment

We believe that our business can do well while *doing good in the world*—and that those two goals are intertwined, not at odds. As we grow, we aim to prove that working toward sustainability does not come at the expense of product quality, customer satisfaction, or growth. How? By pushing ourselves to waste less, operate our facilities more efficiently, and minimize our greenhouse gas footprint. (We also offset our carbon emissions to ensure that we're carbon-neutral across our operations.)

Managing Our Carbon Footprint



Every year we calculate our carbon footprint—i.e., the estimated sum of our greenhouse gas emissions, which are the principal cause of climate change. We then purchase offsets to neutralize the footprint of our operational emissions (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).

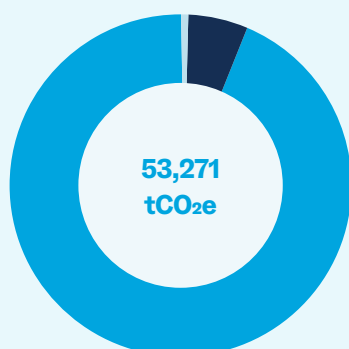
We take our impact on the planet seriously and are proud to be carbon-neutral for our operational emissions since our founding.

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

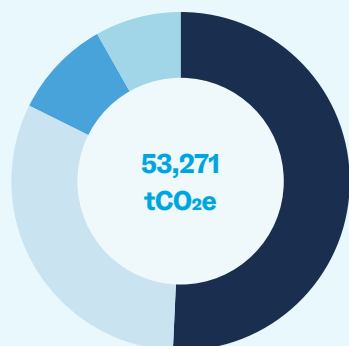
to help guide these efforts, along with our lifecycle assessment and other insights (as noted in the following sections).

We do this work by retaining the help of third-party agencies. For our 2024 carbon accounting, we worked with Vaayu, a carbon and impact reduction partner that empowers companies to calculate, track, and cut their carbon and environmental impact. Vaayu's platform enables us to not only calculate our corporate carbon footprint but also conduct cradle-to-grave lifecycle assessments for all our products, which can then be used to identify emissions hotspots and reduction opportunities. In partnership with Vaayu, 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 Vaayu's corporate carbon footprint methodology has undergone independent validation.

2024 FOOTPRINT



2024 gross emissions
by GHG scope



2024 gross emissions
by category



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.

Products and logistics

This category includes the entire lifecycle 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.

Facilities

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

In 2024, our total carbon footprint came to 53,271 metric tons of carbon dioxide equivalents. Our Scope 1 emissions were 409 metric tons; Scope 2 were 3,013 metric tons; and Scope 3 were 49,849 metric tons.

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 50% of our total 2024 footprint.

Whenever possible, we invest in the same offset projects year over year. In 2024, we again 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 potent greenhouse gas) and produces the bedding needed for the dairy cows, reducing costs and supporting the farm’s continued operation.

In addition, we supported a new-to-us project based in Cantonment, Florida (the home state of 21 Warby Parker retail locations!), that captures excess nitrous oxide (N₂O) emissions generated through nylon manufacturing. N₂O is a greenhouse gas roughly 265–300 times more potent than carbon dioxide in terms of its warming effect. This project helps reduce atmospheric greenhouse gas emissions and improve air and water pollution—and is the largest voluntary N₂O abatement project in North America.

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?

CARBON OFFSET PROJECT INFORMATION

PROJECT NAME	BUSINESS ENTITY SELLING THE OFFSET	REGISTRY	PROJECT NUMBER	PROTOCOL / METHODOLOGY	TYPE	LOCATION
Phlogiston Phase I N2O Abatement	Native, a Public Benefit Corporation	Climate Action Reserve (CAR)	CAR1480	Climate Action Reserve Adipic Acid Production Protocol	Adipic Acid	Cantonment, Florida, United States
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

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, with the goal of achieving 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. We've also built out a team of Warby Parker liaisons

based in Shenzhen to support our vendors in China, Japan, and Vietnam in following our manufacturing specifications (and identifying which methods are ideal for producing first-rate products). This team now conducts all vendor inspections, as well as supports quality engineering further upstream in the product development phase.

Having a presence on the ground has proved so beneficial throughout the product lifecycle 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, reissued in 2024, details volume and financial penalties incurred if our preferred material or component suppliers are not used, and quarterly reviews help to prevent surprises.



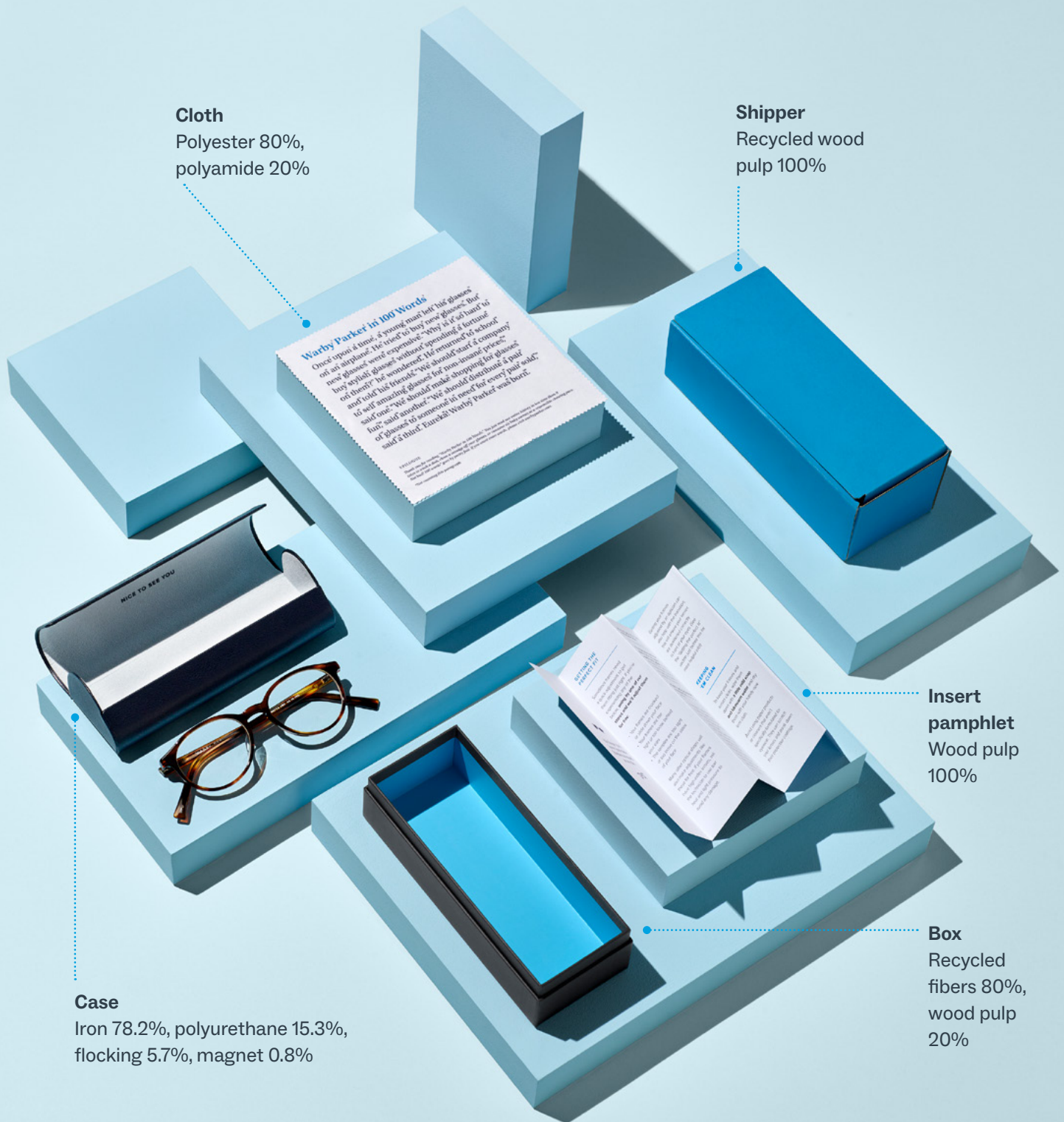
Eyewear

Frames and lens materials



Packaging materials

Eyeglasses and sunglasses



Cloth

Polyester 80%,
polyamide 20%

Shipper

Recycled wood
pulp 100%

Insert

pamphlet
Wood pulp
100%

Box

Recycled
fibers 80%,
wood pulp
20%

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%
Foil: Aluminum 25%,
polypropylene 45%, PET 25%,
ink and adhesives 5%

**Other
contacts**

Insert pamphlet
Paper 100%

NOT PICTURED

Lenses
Hioxifilcon A 43%, water 57%

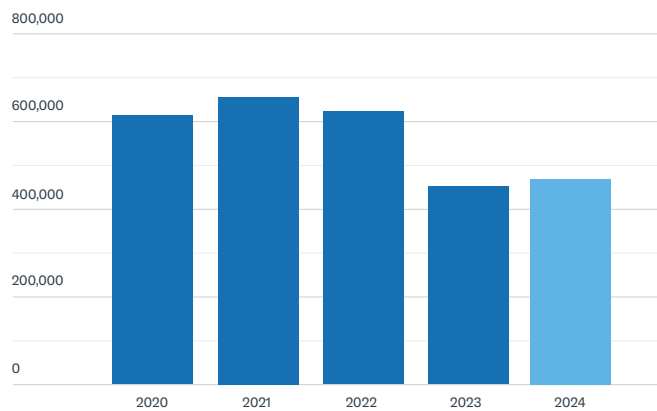
Trial shipper pouch
Polyethylene 100%

Shipper
Recycled wood pulp 100%



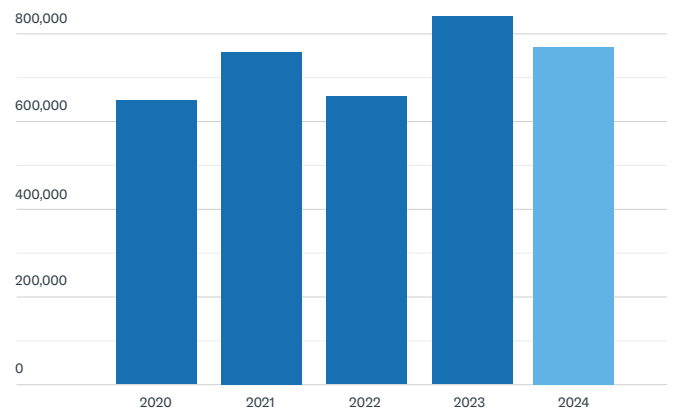
TOTAL WEIGHT (KG) OF MATERIALS USED TO PRODUCE AND PACKAGE OUR PRODUCTS

Non-recyclable



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

Recyclable



- 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



The demo lens recycling program with Eastman Chemical

We actively seek to reduce the environmental impact of our products, and we continue to research and explore ways to do so.

In 2024, we onboarded a new carbon accounting partner, Vaayu, whose platform will enable us to complete a lifecycle assessment (LCA) for each product in our catalog, which we aim to complete in early 2025.

This work with Vaayu builds upon what we started in 2022, when we completed our first-ever 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 roadmap for product, manufacturing, and transportation shifts to reduce our product carbon footprint, without creating any inadvertent waste. In 2024, we put that research into practice.

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.



Our biodegradable Home Try-On tray

We were overwhelmingly pleased with the results of our initial trials (which resulted in a recovery rate of well over 80%) and for all of 2024, we sent all obsolete and damaged frame inventory to our partner, resulting in 34,034 pounds of recycled material.

We look forward to refreshing and expanding our LCAs in partnership with Vaayu to capture the impact of these recent changes and identify additional reduction opportunities.

We also continued our partnership with Eastman Chemical for recycling demo lenses. These lenses are the clear lenses used to maintain the integrity and shape of frames 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 2024, we saved 35,712 pounds of single-use plastic from the landfill.

We also continued our glasses reuse donation program, in partnership with Lions Club Recycle for Sight. As part of this program, all Warby Parker stores accept donations of usable sunglasses or eyeglasses (from any brand), which 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. In 2024, we collected and sent over 26,000 pairs of glasses to the Lions Club. From the raw materials to the end of life, we're excited to work toward continuing to reduce the environmental impacts of our products.

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. Through iterations of material content and construction durability, we aligned to offer the same great case kit as we currently do, but replaced the inner core, previously made of iron, with an injected 100% recycled plastic polymer. There's no discernible difference to the customer or the performance of the case, but we'll see an impactful reduction in our total carbon footprint. We expect these cases to reach customers in 2025.

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 in 2023, 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.

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.

In 2024, we reissued our Vendor Compliance Manual to require that our suppliers worldwide compensate their employees with not only the legal minimum wage where they operate, but a living wage. Our suppliers are required to ensure that compensation for a standard workweek meets or exceeds the minimum applicable legal standards or industry benchmarks, and adequately provides for the basic living needs and discretionary income of supply chain workers and their families.

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 those criteria across Asia, including our partners in Japan and Vietnam.

For our suppliers in Italy, we onboarded the British Standards Institution (BSI) in 2023 to build upon our existing efforts and 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 expanded our audit presence in Italy in 2024 to all active suppliers, even those that fall below our active direct supplier business threshold.

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

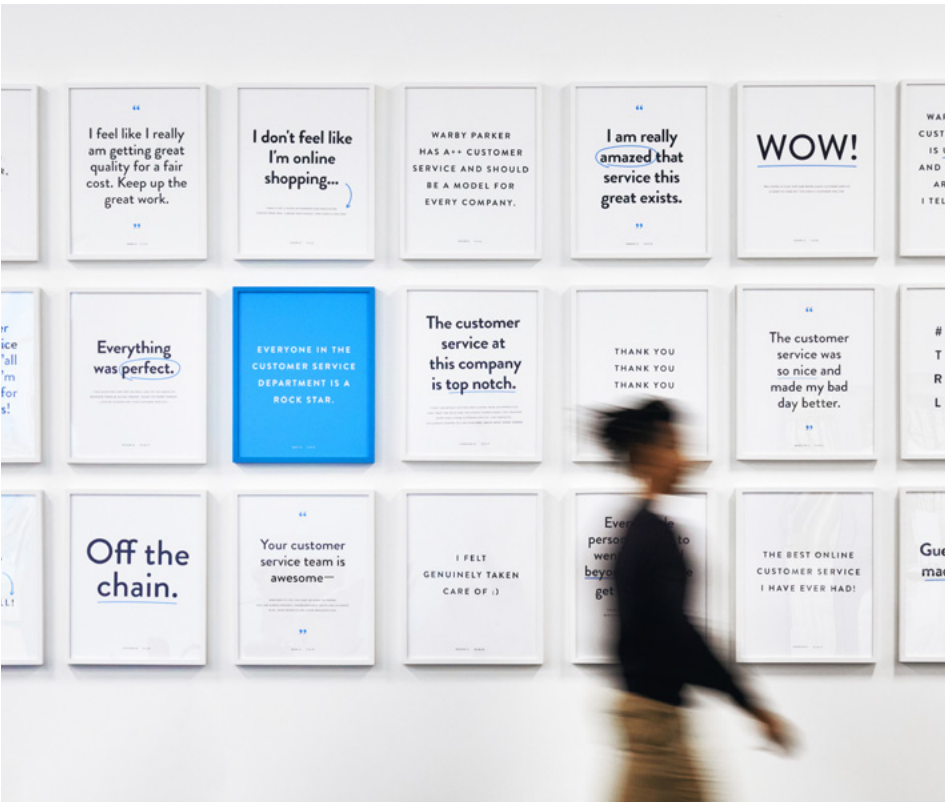
≥86	Excellent
71–85	Good
56–70	Fair
41–55	Poor
≤40	Bad



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 our direct suppliers in China, Japan, Vietnam, and Italy are audited in accordance with our program. Strategic indirect suppliers are also audited on a cadence of every two years as long as their scores are above 85. Those with a score below that “Excellent” threshold are audited annually.

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.

Sustainability Across Our Offices



We operate offices in New York and Nashville, which means we have a 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 over 204,800 plastic bottles across our New York and Nashville offices in 2024. Since partnering with Compost Nashville in August 2018, we estimate that we have diverted over 15,000 pounds of materials from landfills at our Nashville office, with over 185 pounds being diverted in 2024.

Across both offices, we also use 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 at our NYC HQ alone.



Governing with Integrity

68	Embracing Accountability
69	Data Privacy and Security
70	Our Approach to CSR
71	Our Board of Directors

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.



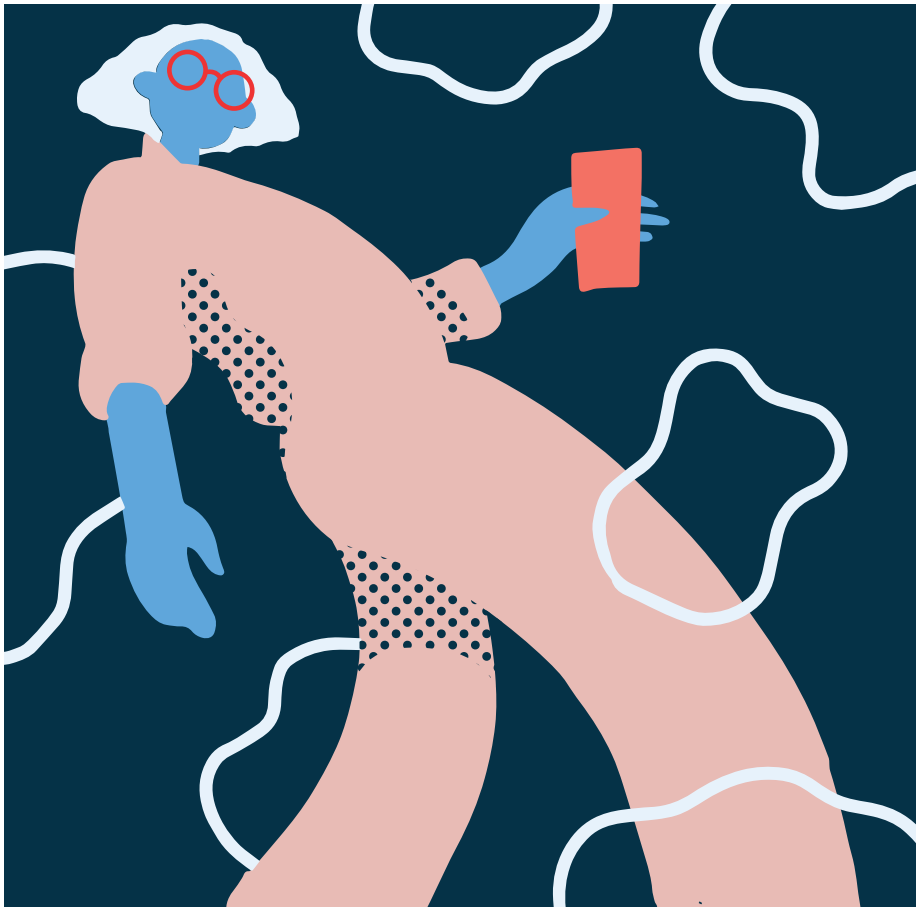
Artwork by Edward Ubiera at Warby Parker Court Square

Our commitment to accountability starts at the top. Our board of directors is composed of people who represent a diverse set of ideas, backgrounds, and experiences. The board 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.



Artwork by Edward Ubiera at Warby Parker Court Square

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 program overseen by our Privacy Officer and a security program overseen by our Senior Director of Information Security. 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 Notice of Privacy Practices, 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 noncompliance, 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.



Artwork by Edward Ubiera at Warby Parker Court Square

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
- 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

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. In addition, 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 the Warby Parker Impact Foundation, the Partnership Fund for New York City, Robin Hood, and Tech:NYC. Mr. Blumenthal has also served as a General Partner of Good Friends, LLC, a venture capital firm, since September 2019.

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

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 Mammoth Brands (formerly, 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. In addition, Mr. Gilboa currently serves on the board of directors of the nonprofit organization the 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. and Sweetgreen, Inc., and on the boards of several private companies, including Whoop, Inc. and Blank Street. Professor Moon serves on the risk committee (as chair) 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.

Brad Singer

Brad Singer has served as a member of our board of directors since August 2024. Mr. Singer most recently served as Partner and Chief Operating Officer of ValueAct Capital, where he retired in 2021. Prior to joining ValueAct Capital in 2012, Mr. Singer was the Senior Executive Vice President and Chief Financial Officer of Discovery Communications, Inc. and the Chief Financial Officer and Treasurer of American Tower Corporation. Mr. Singer currently serves on the boards of directors of Crown Castle Inc., Sweetgreen, Inc., and Redfin Corp. Mr. Singer also serves on the National Board for the Posse Foundation.

Mr. Singer has a Bachelor of Science degree from the University of Virginia and a Master of Business Administration degree with distinction from Harvard Business School.

Ronald A. Williams

Ronald A. Williams has served as a member of our board of directors since August 2021 and has served as our Lead Director since August 2024. 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 agilon health, Inc. and Mosaic Health, and also serves as an operating advisor to Clayton, Dubilier & Rice. He has also served on the boards of the Boeing Company, American Express, Johnson & Johnson, Envision Healthcare and naviHealth, Inc., and of private companies apree health (previously Castlight/Vera Whole Health Inc.) and Millennium Physician Group. 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

74	About This Report
75	Data Tables Index
78	GRI Topic Definitions
80	GRI Index
89	SDG Index
90	SASB Index

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, 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, 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

2024

Team Members

Total number of team members ¹ (U.S. and Canada)		3,790
Total number of team members ¹ in Canada	Full-time	26
	Part-time or temporary	24
Total number of team members ¹ (by employment type ² in the U.S.)	Full-time	2,192
	Part-time or temporary	1,548
Total number of team members ¹ (by employment type ² and gender ⁵ in the U.S.)		
Full-time	Female	1,348
	Male	834
	Not specified	10
Part-time or temporary	Female	1,067
	Male	466
	Not specified	15
Percent of managers (by age ⁴ in the U.S.)		
	Under 30	8%
	30 to 50	79%
	Over 50	12%
Percent of managers (by gender ⁵ in the U.S.)		
	Female	56%
	Male	43%
	Not specified	< 1%
Total number of new team members ¹ (by age ⁴ in the U.S.)		
	Under 30	1,363
	30 to 50	666
	Over 50	200
Total number of new team members ¹ (by gender ⁵ in the U.S.)		
	Female	1,450
	Male	755
	Not specified	24
Team member ¹ retention rate ⁶ (by employment type ² in the U.S.)		
	Full-time	85%
	Part-time or temporary	58%
Team member ¹ retention rate ⁶ (by age ⁴ in the U.S.)		
	Under 30	63%
	30 to 50	70%
	Over 50	74%
Team member ¹ retention rate ⁶ (by gender ⁵ in the U.S.)		
	Female	67%
	Male	68%
	Not specified	65%

Team Members

2024

Representation by group (by gender ⁵ in the U.S.)	Total	Corporate	Customer Experience	Optical Labs	Stores
Female	65%	59%	74%	63%	64%
Male	35%	41%	26%	37%	35%
Not specified	< 1%	0%	< 1%	0%	< 1%

Representation by group ⁷ (by race/ethnicity ³ in the U.S.)	Total	Corporate	Customer Experience	Optical Labs	Stores
American Indian or Alaska Native	< 1%	< 1%	< 1%	< 1%	< 1%
Asian	12%	15%	2%	6%	13%
Black or African American	16%	6%	21%	21%	16%
Hispanic or Latino	17%	10%	8%	47%	16%
Native Hawaiian or Other Pacific Islander	< 1%	< 1%	2%	2%	< 1%
Not Specified	< 1%	0%	0%	3%	< 1%
Two or More Races	7%	6%	9%	5%	7%
White	46%	62%	57%	16%	46%

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. 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

4. Team member ages in the data reflect their ages as of December 31, 2024.
5. 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.
6. Retention rate is calculated as $1 - (\text{Departures during 2024}) / (\text{Headcount at the end of 2023} + \text{Hires during 2024})$
7. Leadership roles include managers at all levels of our company.

		2022	2023	2024
Our Community				
Number of glasses distributed to date through the Buy a Pair, Give a Pair program		13 million+	15 million+	20 million+
Number of glasses distributed to date through Pupils Project		186,000+	240,000+	290,000+
Number of volunteer hours		3,300+	3,000+	3,650+
Percent of Tier 1 suppliers audited by third-party auditors		100%	100%	100%
Percent of suppliers audited in the year scoring "Good" or better		100%	100%	96%
Percent of new suppliers screened using social criteria		100%	100%	100%
Environment				
Greenhouse Gas Emissions (metric tons CO ₂ e)	Scope 1	517	961	409
	Scope 2	2,388	2,696	3,013
	Scope 3	46,255	54,206	49,849
	Total gross carbon footprint (without offsets)	49,160	57,863	53,271
	Total net carbon footprint (after applying offsets)	25,324	33,234	26,488
	Percent of total emissions offset	48%	43%	50%
Total weight (kg) of materials used to manufacture our products	Non-recyclable	639,542	446,028	472,649
	Recyclable	665,029	815,790	784,676
Percent of recycled input materials used in manufacturing		26%	40%	38%
Governance				
Percent of independent board directors		78%	78%	78%
Percent of board directors by gender	Female	33%	33%	22%
	Male	67%	67%	78%
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%	0%
	White	67%	67%	78%

GRI Topic Definitions

Environmental

Sustainable Products and Packaging	Designing, producing and delivering products that minimize environmental harm by reducing resource use, enhancing durability and utilizing renewable or recycled materials. Packaging efforts emphasize waste reduction, recyclability, and eliminating harmful substances to ensure sustainability throughout the product lifecycle and supply chain.
Waste Reduction and Elimination	Minimizing waste generation across all operational activities, including stores, labs, manufacturing, logistics, and facilities management, while maximizing reuse, recycling, and recovery. Emphasizes strategies to reduce landfill contributions, hazardous waste, and inefficiencies, as well as fostering a culture of waste prevention through operational innovation and employee engagement.
Climate Action	Managing climate risks and opportunities by reducing GHG emissions, adapting value chains to climate impacts and transitioning to a low-carbon economy. Includes measuring emissions (Scopes 1, 2 and 3), integrating resilience and energy efficiency into business models, aligning with global frameworks and transparently addressing climate challenges and preparedness.

People

Compensation, Benefits and Well-Being	Focuses on ensuring fair, equitable pay and comprehensive benefits that support employee health, safety, and quality of life. Includes wage transparency, gender pay equity, compliance with living wage standards, access to healthcare, retirement plans, mental health resources, and work-life balance initiatives.
Learning and Development	Focuses on building workforce capabilities through structured learning programs, technical skills enhancement, and leadership and manager development opportunities. This topic emphasizes preparing employees to meet evolving business needs, drive innovation, maintain consistency of service across workplaces, and adapt to emerging industry trends and technologies.
Engagement and Belonging	Strengthens employee connections through clear communication, core values, opportunities to contribute to strategic goals, decision-making, and open dialogue; while valuing and respecting unique backgrounds and perspectives, implementing practices that eliminate barriers and ensure accountability—extending these efforts to brand and supply chain practices.

Governance

Cybersecurity and Data Privacy	Focuses on transparency in the collection and safeguarding of sensitive information, including patient and consumer data, intellectual property, and operational systems, as well as protecting data and systems from unauthorized access, breaches, and misuse. Encompasses implementing robust data protection policies, secure technology infrastructures, and compliance with data privacy regulations, such as HIPAA. It also includes employee training, risk assessments, and response protocols to address evolving cyber threats.
Responsible Innovation	Focuses on proactive research and development, integrating advanced technology solutions across Warby Parker and its product and service offerings. Includes ensuring that the exploration of how AI may affect or enhance current eye care and eyewear offerings and services to the consumer is done ethically.

Governance

Supply Chain Resilience

Ensuring the supply chain is ethically, environmentally, and socially responsible while remaining adaptable to disruptions (e.g., geopolitical events, macroeconomic shifts). Includes responsible and sustainable sourcing of materials and adherence to labor and human rights standards throughout the supply chain. Emphasizes supplier engagement, transparency, and collaboration to drive continuous improvement and alignment with sustainability goals.

Compliance and Regulations

Adherence to legal, ethical, and industry-specific standards governing operations, products, and services. Includes compliance with healthcare, health insurance, and safety laws and regulations. In addition: compliance with environmental regulations, data protection requirements and corporate governance frameworks, as well as adherence to global standards for optical care and medical devices.

Transparency and Reporting

Emphasizes clear, accurate, and timely disclosure of financial, environmental, social, and governance performance to continue ensuring stakeholder trust. Includes alignment with U.S. and global reporting frameworks (e.g., TCFD, GRI) and specific industry standards. Ensures transparency on sustainability goals, progress, and methodologies. Reflects accountability and a commitment to social impact, product quality, and regulatory adherence.

Social

Access to Eye Care

Working to provide equitable availability and affordability of vision care services and products for all, with special attention to underserved and vulnerable populations. Includes initiatives to eliminate barriers to eye care access (e.g., cost, geographic limitations, lack of awareness, and education), while promoting early diagnosis, prevention and treatment of vision impairments.

Human Rights

Commitment to respect, protect, and promote the fundamental rights of all individuals affected by Warby Parker's operations, supply chains, and business relationships. Includes preventing forced labor, child labor, and discrimination, as well as ensuring safe working conditions, freedom of association, and fair treatment. Involves identifying and addressing adverse human rights impacts through due diligence and grievance mechanisms.

Product Quality and Safety

All eye care products and services meet the highest standards of efficacy, reliability, and safety to protect and enhance consumer health. Encompasses rigorous testing and continuous monitoring throughout the product lifecycle. Includes transparent labeling, ethical sourcing of materials, and adherence to industry best practices for manufacturing and distribution.

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, 2024, with reference to the GRI Standards.

General Disclosures

Disclosure	Description	Cross-Reference or Answer
Organizational Profile		
2-1	Organizational details	Warby Parker Inc. Warby Parker is a publicly traded Delaware public benefit corporation. Headquarters: New York, New York Countries of operation: United States, Canada About Us, p. 5
2-2	Entities included in the organization’s sustainability reporting	All operating subsidiaries are included in our sustainability reporting. The entities are: Warby Parker Inc. Warby Parker Retail Inc. WPCA Holdings Inc. WPVA Real Estate LLC Certain metrics in this report also contain data with respect to Professional Corporations (P.C.s) for which we provide management services
2-3	Reporting period, frequency and contact point	Impact reporting is from January 1–December 31, 2024. Impact reporting is shared annually. Financial reporting is shared annually. Impact Report publication date: June 2025 Contact information for report questions: socialinnovation@warbyparker.com
2-4	Restatements of information	There were no restatements of information from the previous reporting year.
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 Our Community, p. 19 Team Members, p. 26 Our Supply Chain, p. 56</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. 26</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 2024: 26 full-time, 24 part-time. Total number of employees by gender in Canada in 2024: 34 female, 15 male, 1 not specified.</p>
2-8	Workers who are not employees	<p>a. Team Members, p. 26 The majority of Warby Parker's activities are performed by workers employed by Warby Parker. b. n/a c. n/a</p>
2-9	Governance structure and composition	<p>Team Members, p. 26 Embracing Accountability, p. 68 Our Board of Directors, p. 71</p> <p><u>Governance Documents</u></p> <p><u>Nominating and Corporate Governance Committee Charter, p. 1-3</u></p>
2-10	Nomination and selection of the highest governance body	<p>a. <u>Nominating and Corporate Governance Committee Charter, p. 1-3</u> <u>Corporate Governance Guidelines, p. 1-7</u></p> <p>b. <u>Nominating and Corporate Governance Committee Charter, p. 1-3</u> <u>Corporate Governance Guidelines, p. 1-7</u></p>

2-11	Chair of the highest governance body	<p>Our Board of Directors, p. 71</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), our Lead Director who is 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. 68</p> <p><u>Governance Documents</u></p> <p><u>Nominating and Corporate Governance Committee Charter</u></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. 68</p> <p>The Senior Management team and the Social Innovation department manage Warby Parker's impacts on the economy, environment, and people, and report quarterly to the Nominating and Corporate Governance Committee, which oversees policies, programs, and strategies related to environmental and social matters.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Our board members were surveyed as part of Warby Parker's 2022–23 materiality assessment and informed throughout our 2024 double materiality assessment.</p> <p><u>Nominating and Corporate Governance Committee Charter, p. 2</u></p> <p>Our Nominating and Corporate Governance Committee, which oversees our ESG initiatives, reviews our Impact Report.</p>
2-15	Conflicts of interest	<p><u>Corporate Governance Guidelines, p. 7</u>: “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><u>Audit Committee Charter, p. 1–4</u></p> <p>Our <u>Code of Conduct</u> outlines our policies and procedures with respect to potential or actual conflicts of interest.</p>

2-16	Communication of critical concerns	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).
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. 68</p>
2-18	Evaluation of the performance of the highest governance body	<p><u>Corporate Governance Guidelines</u></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><u>Compensation Committee Charter, p. 1–3</u></p> <p><u>SEC Filing - 2024 Proxy Statement</u></p>
2-20	Process to determine remuneration	<p><u>Compensation Committee Charter</u></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. 65</p> <p>How It Comes Together, p. 15</p> <p><u>Vendor Code of Conduct</u></p> <p><u>Warby Parker Code of Conduct</u></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><u>Warby Parker Code of Conduct</u></p> <p>Warby Parker Social Compliance Program, p. 65</p> <p><u>Vendor Code of Conduct</u></p>
2-25	Processes to remediate negative impacts	<p>Warby Parker Social Compliance Program, p. 65</p> <p>How We Partner, p. 24</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. 65</p> <p><u>Vendor Code of Conduct</u></p>
2-27	Compliance with laws and regulations	<p>During the 2024 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. 24 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. 70). We also interviewed various internal and external stakeholders and surveyed our team members and customers as part of our most recent double materiality assessment.</p>
2-30	Collective bargaining agreements	<p><u>Vendor Code of Conduct</u></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 Disclosures

Organizational Profile

3-1	Process to determine material topics	Understanding Our Impact, p. 13 GRI Topic Definitions, p. 78
3-2	List of material topics	<p>All topics are meaningful to us, but for this report, we share specific information on the ten topics deemed highest in importance based on our most recent materiality assessment (Understanding Our Impact, p. 13):</p> <ul style="list-style-type: none"> ● Cybersecurity and Data Privacy ● Supply Chain Resilience ● Access to Eye Care ● Compensation, Benefits and Well-Being ● Learning and Development ● Engagement and Belonging ● Compliance and Regulations ● Transparency and Reporting ● Climate Action ● Responsible Innovation
3-3	Management of material topics	<p>Our Buy a Pair, Give a Pair Program, p. 20</p> <p>Warby Well-Being, p. 27</p> <p>Culture and Engagement, p. 28</p> <p>Building a High-Performing Team, p. 30</p> <p>Compensation Practices, p. 41</p> <p>Product Quality and Safety, p. 45</p> <p>Managing Our Carbon Footprint, p. 53</p> <p>Embracing Accountability, p. 68</p> <p>Data Privacy and Security, p. 69</p>

Anti-corruption

205-1	Operations assessed for risks related to corruption	<p>Embracing Accountability, p. 68</p> <p>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.</p>
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in 2024.

Tax

207-3	Stakeholder engagement and management of concerns related to tax	Our Stakeholders, p. 9
-------	--	------------------------

Materials

301-1	Materials used by weight or volume	Our Approach to Sourcing, p. 57
301-2	Recycled input materials used	<p>Our Approach to Sourcing, p. 57</p> <p>For frames purchased, customer orders completed, and Home Try-On orders fulfilled in 2024, 38% of input materials by weight came from recycled materials.</p>

Emissions

305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Managing Our Carbon Footprint, p. 53
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Carbon Footprint, p. 53
305-3	Other indirect (Scope 3) GHG emissions	Managing Our Carbon Footprint, p. 53

Employment

401-1	New employee hires and employee turnover	Our Workforce in 2024, p. 38
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Full-time employees are eligible for healthcare, life insurance, bereavement leave, disability coverage, paid parental leave, and paid holidays to support physical and mental well-being.</p> <p>Warby Well-Being, p. 27</p>
401-3	Parental leave	<p>Full-time employees are eligible for paid parental leave.</p> <p>Warby Well-Being, p. 27</p>

Diversity and equal opportunity

405-1	Diversity of governance bodies and employees	Our Workforce in 2024, p. 38
406-1	Incidents of discrimination and corrective actions taken	Refer to Note 10 – Commitments and Contingencies in our 2024 Annual Report on Form 10-K for disclosure of material litigation matters.

Local communities

413-1	Operations with local community engagement, impact assessments, and development programs	<p>Our Community, p. 19</p> <p>We implement community engagement initiatives in the areas where we operate, examples of which are highlighted throughout our Impact Report.</p>
-------	--	---

Supplier social assessment

414-1	New suppliers that were screened using social criteria	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 2024; this supplier is based in Italy and has submitted both an environmental intake form as well as been audited by BSI.
414-2	Negative social impacts in the supply chain and actions taken	<p>Our Approach to Sourcing, p. 57</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p> <p>100% of our Tier 1 suppliers are audited by our third-party auditors, Verité and British Standards Institution (BSI). They also audit 100% of Tier 2 suppliers with over \$250,000 of annual spend.</p>

Public policy

415-1	Political contributions	We made one donation, of \$5,000, to the Future NY PAC in 2024.
-------	-------------------------	---

Customer health and safety

416-1	Assessment of the health and safety impacts of product and service categories	<p>Product Quality and Safety, p. 45</p> <p>100% of Warby Parker's products are assessed for health and safety impact improvements.</p>
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	There were no significant incidences of noncompliance with laws or regulations in 2024.

Customer privacy

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>Data Privacy and Security, p. 69</p> <p>We have not identified any substantiated complaints concerning material breaches of customer privacy in 2024.</p>
-------	--	--

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.

Topic	Focus Areas	Topic	Focus Areas
Sustainable Products and Packaging	<div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13</div> <div>CLIMATE ACTION</div>	Responsible Innovation	<div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div>
Waste Reduction and Elimination	<div>6</div> <div>CLEAN WATER AND SANITATION</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13</div> <div>CLIMATE ACTION</div>	Supply Chain Resilience	<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>17</div> <div>PARTNERSHIPS FOR THE GOALS</div>
Climate Action	<div>13</div> <div>CLIMATE ACTION</div>	Compliance and Regulations	<div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13</div> <div>CLIMATE ACTION</div> <div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div> <div>17</div> <div>PARTNERSHIPS FOR THE GOALS</div>
Compensation, Benefits and Well-Being	<div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> <div>5</div> <div>GENDER EQUALITY</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div>	Transparency and Reporting	<div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div> <div>17</div> <div>PARTNERSHIPS FOR THE GOALS</div>
Learning and Development	<div>4</div> <div>QUALITY EDUCATION</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div>	Access to Eye Care	<div>1</div> <div>NO POVERTY</div> <div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> <div>4</div> <div>QUALITY EDUCATION</div> <div>5</div> <div>GENDER EQUALITY</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div>
Engagement and Belonging	<div>4</div> <div>QUALITY EDUCATION</div> <div>5</div> <div>GENDER EQUALITY</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>10</div> <div>REDUCED INEQUALITIES</div>	Human Rights	<div>5</div> <div>GENDER EQUALITY</div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
Cybersecurity and Data Privacy	<div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>16</div> <div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div>	Product Quality and Safety	<div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div>

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 comply with standards set by the American National Standards Institute (ANSI) for prescription eyewear and sunglasses (both prescription and non-prescription).</p> <p>Product Quality and Safety, p. 45</p> <p>Our Vendor Compliance Manual, republished in 2024, 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. We revisit these protocols on a regular basis to ensure our adherence to evolving regulatory standards.</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. 57</p>	<p>Product Quality and Safety, p. 45</p> <p>Our Approach to Sourcing, p. 57</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. 45</p>	Product Quality and Safety, p. 45

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. 53</p> <p>Our Approach to Sourcing, p. 57</p> <p>Managing Our Carbon Footprint, p. 53</p> <p>Our Approach to Sourcing, p. 57</p>	<p>Managing Our Carbon Footprint, p. 53</p> <p>Our Approach to Sourcing, p. 57</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. All of our Tier 1 and Tier 2 suppliers 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 non-prescription sun lenses has certified their entire production chain to REDcert standards for applicable material types.</p> <p>Our Supply Chain, p. 56</p>	Our Supply Chain, p. 56
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 100% of Tier 2 suppliers with over \$250,000 of annual spend.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p> <p>Warby Parker Social Compliance Program, p. 65</p> <p><u>Vendor Code of Conduct</u></p>	<p>How Social Compliance Shapes Our Supply Chain, p. 64</p> <p>Warby Parker Social Compliance Program, p. 65</p>
CG-AA-430b.2	Priority nonconformance rate and associated corrective action rate for suppliers' labor code of conduct audits	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 Asia in 2024 scored "Good" or "Excellent" in our Social Compliance Program. In Italy, where our audit program is newer, we continue to refine our methodology to ensure high standards and consistent scoring. Of suppliers audited in Italy in 2024, all scored "Good" or "Excellent" except for one, who scored "Fair" on their initial assessment; based on past performance and the robust management action plan that has been put in place, we expect this vendor to move into the "Good" or "Excellent" score range with their next assessment.</p> <p><u>Vendor Code of Conduct</u></p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>	How Social Compliance Shapes Our Supply Chain, p. 64

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 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. 64</p> <p>Warby Parker Social Compliance Program, p. 65</p> <p>About This Report, p. 74</p>	<p>How Social Compliance Shapes Our Supply Chain, p. 64</p> <p>Warby Parker Social Compliance Program, p. 65</p> <p>About This Report, p. 74</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. 45</p> <p>Our Approach to Sourcing, p. 57</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>	<p>Product Quality and Safety, p. 45</p> <p>Our Approach to Sourcing, p. 57</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>

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 and ISO 14001.</p> <p>Our main supplier of non-prescription 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 non-prescription 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. 45</p>	Product Quality and Safety, p. 45
CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	<p>The exact number of our suppliers is currently confidential.</p> <p>How Social Compliance Shapes Our Supply Chain, p. 64</p>	How Social Compliance Shapes Our Supply Chain, p. 64

WARBY PARKER