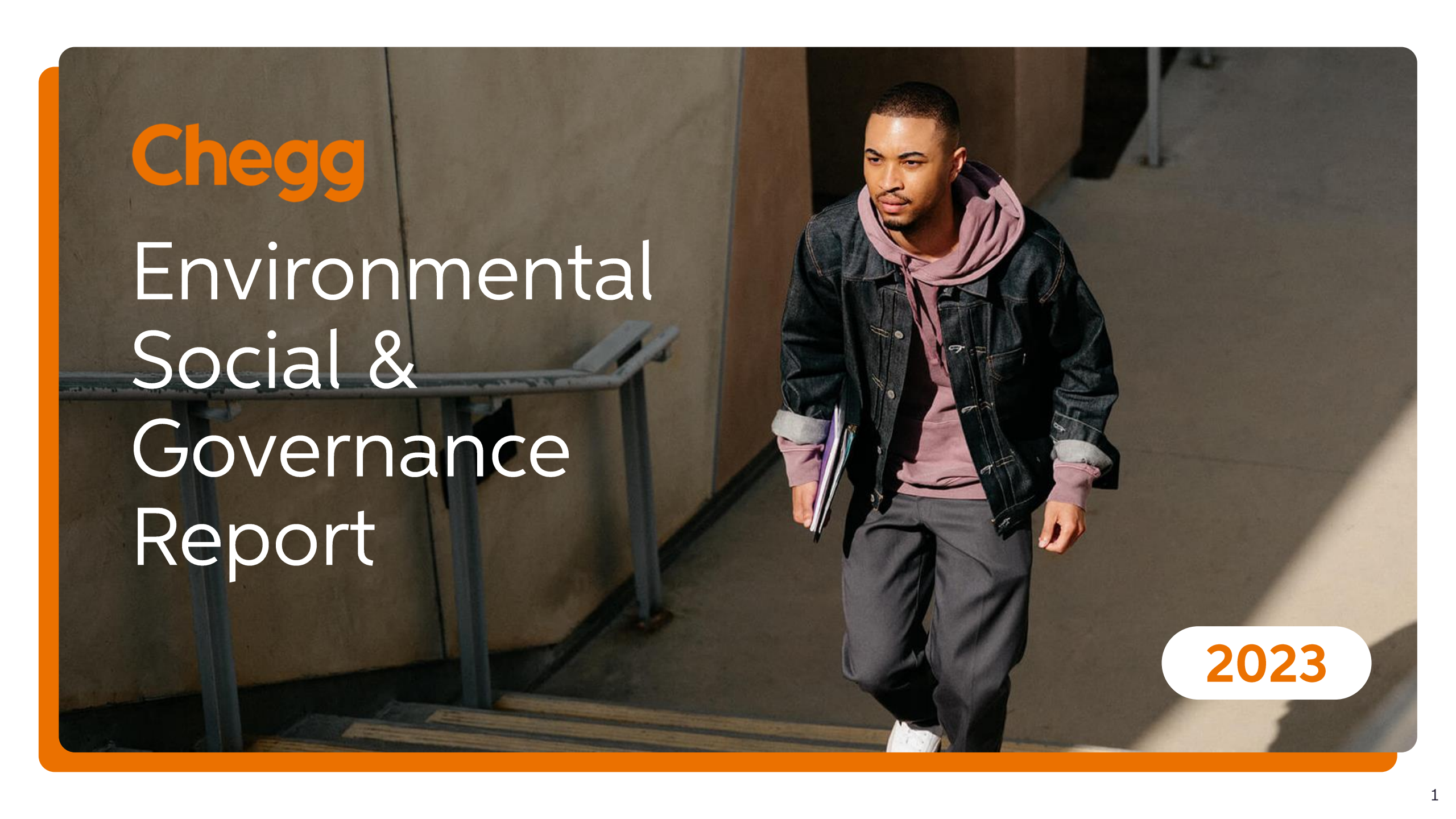


A man with short dark hair and a light beard is walking down a set of stairs. He is wearing a dark denim jacket over a light purple hoodie and dark grey trousers. He is holding a folder or a stack of papers in his right hand. The background is a plain, light-colored wall and a concrete floor. The lighting is bright, suggesting an outdoor or well-lit indoor environment.

**Chegg**

# Environmental Social & Governance Report

**2023**

# Table of Contents

|                                            |                    |
|--------------------------------------------|--------------------|
| <b>Introduction</b>                        |                    |
| Letter from the CEO                        | <a href="#">3</a>  |
| About Chegg                                | <a href="#">5</a>  |
| Mission & Values                           | <a href="#">6</a>  |
| ESG Program Framework                      | <a href="#">7</a>  |
| Materiality                                | <a href="#">8</a>  |
| ESG Oversight                              | <a href="#">9</a>  |
| Report Framework & Methodology             | <a href="#">10</a> |
| ESG Ratings                                | <a href="#">11</a> |
| <b>Focus On People</b>                     |                    |
| Culture & Awards                           | <a href="#">13</a> |
| Engagement & Wellbeing                     | <a href="#">14</a> |
| Benefits & Professional Development        | <a href="#">15</a> |
| Culture, Belonging, & Inclusion            | <a href="#">19</a> |
| Diversity Snapshot                         | <a href="#">23</a> |
| Employee Resource Groups                   | <a href="#">24</a> |
| <b>Act Responsibly</b>                     |                    |
| Responsible Use of Artificial Intelligence | <a href="#">26</a> |
| Academic Integrity                         | <a href="#">27</a> |
| Cyber Security & Data Privacy              | <a href="#">28</a> |
| Advocacy                                   | <a href="#">30</a> |
| Speaking Up                                | <a href="#">32</a> |
| Human Rights                               | <a href="#">33</a> |

|                                |                    |
|--------------------------------|--------------------|
| <b>Help Learners</b>           |                    |
| Learner Outcomes               | <a href="#">35</a> |
| Holistic Learner Support       | <a href="#">37</a> |
| <b>Operate Sustainably</b>     |                    |
| Green Initiatives              | <a href="#">41</a> |
| Greenhouse Emissions Data      | <a href="#">42</a> |
| <b>Give Back</b>               |                    |
| Giving Pillars                 | <a href="#">45</a> |
| Community Impact               | <a href="#">46</a> |
| Corporate Philanthropy         | <a href="#">47</a> |
| Chegg.org Global Student Prize | <a href="#">48</a> |
| <b>Govern Effectively</b>      |                    |
| Corporate Governance           | <a href="#">50</a> |
| Board Oversight                | <a href="#">52</a> |
| <b>ESG Data Disclosures</b>    |                    |
| ESG Data Disclosures           | <a href="#">56</a> |



At Chegg, our mission is to improve learning and learning outcomes by providing students with personalized learning tools that leverage the highest quality content and instructional design possible. We support learners, starting with their academic journey from high school through college, preparing them with durable skills for their careers ahead. As I step into my new role as Chegg's President and CEO, I am committed to upholding and prioritizing Chegg's ESG principles, and most importantly, continue to put students first.

In the face of global challenges over the last few years, Chegg has deepened our commitment to putting our students first and creating a positive impact for all our stakeholders through our environmental, social, and governance (ESG) practices. We believe that doing what is right for our employees, our learners, our environment, and our other key stakeholders, is also right for our business and for our future growth. This report highlights the many ways Chegg brings our core purpose to life by upholding our commitment to ESG principles.

### **The rise of AI and Access to Education**

2023 brought many new challenges to global learners, but it also brought an acceleration in technology awareness and adoption that we believe—if harnessed by the right organizations with the right intentions—can improve the lives and outcomes of learners in ways we only dreamed of before. Technology platform shifts, such as earlier shifts to the internet, and then mobile, and now the shift to embrace Artificial Intelligence, can spur new applications and lower the cost of entry so that more people can benefit from the products and services that this technology makes possible. Access to education is a core component of our focus and aligns with the U.N.'s fourth Sustainable Development Goal, Quality Education.

We believe that AI can help democratize education and the path to employment if done responsibly. We are proud of our work to build and offer thoughtful, intentional, affordable, and trustworthy academic tools utilizing AI to learners to further this goal.

### **Empowering Our People**

We know that to achieve our mission of helping learners, we need talented employees who are motivated, set up for success, and who reflect the diversity of the global learner population we serve. We must make Chegg a great place to work by fostering an environment centered on respect for all people, where diversity and inclusion are celebrated. That means providing opportunities for career advancement, training across a variety of topics and skills, and valuable benefits such as mental health services, fertility, parental support, substance abuse care, student loan repayment, and tools for financial well-being. We are proud that employees have completed on average 12 hours of training and development in 2023, and 72% of employees utilized the mental health benefits we offer. We added several new professional development training programs in 2023, including VP readiness for senior directors, manager readiness for individual contributors and senior leadership programs. We were honored to receive the Great Place to Work Award for the sixth year in a row, including Best Workplaces for Women, Parents, Technology, and Millennials. We continue to support our Employee Resource Groups with leadership training and funding for charitable contributions, and we recently expanded our roster by adding Black@Chegg and Crecer con Chegg.

**Giving Back to Our Communities**

As a mission-driven organization, giving back to our communities is an important part of our culture. We align our community impact strategy to the U.N.'s Sustainable Development Goals, focusing on access to quality education, decent work and economic growth, reduced inequalities, good health and well-being and zero hunger. Since 2019, we've given over \$4.5 million to global nonprofit organizations advancing this work.

In 2023, we significantly enhanced our Giving program by launching global corporate matching. Through this program, Chegg now matches employee contributions to nonprofit organizations, thereby increasing their generous donations and making a much bigger impact on the causes and communities our team cares about. Additionally, we launched tools for employees to track their volunteer time and provided employees with a portal to connect and learn about causes and ways to take action in their communities.

Our second annual Global Day of Impact was a huge success. 841 Chegg employees participated in 20 volunteer events, such as distributing school supplies to 150 students in New York City, assembling 900 snack packs for students in need at Mission College Student Pantry, sorting 73,061 pounds of nutritious food for the community, creating and assembling 980 STEAM kits to serve 2,480 students, mentoring 65 students and distributing 700 nutritional meal boxes to students in India, and more!

<sup>1</sup> [2022 Chegg.org Global Student Survey](https://www.chegg.org/global-student-survey)

**Protecting our Planet**

Nearly three-quarters (74%) of students surveyed worldwide say they worry about climate change<sup>1</sup>. Our ESG principles lead our efforts to contribute to a future world where our students continue to thrive. Chegg has embedded climate-related considerations into our business practices, including green energy management at our offices, recycling and composting programs, local food sourcing programs, sustainable sourcing for our office supplies, and more. We began collecting greenhouse gas emissions from our direct business operations in 2020, and in 2022 we expanded our reporting to include greenhouse gas emissions resulting from our indirect value chain. We are committed to transparent and reliable reporting of our carbon emissions so we can continue to identify and act on opportunities to minimize our impact on the environment.

I am excited about the future and Chegg's ability to improve the lives and outcomes of learners all over the world. Our employees, proprietary technology, and trusted brand set Chegg up to drive impact and make progress on our mission. We would like to express our gratitude to our students, employees, shareholders, partners, and communities for their continued support and collaboration in our ESG journey.



**Nathan Schultz**

President and CEO  
Chegg, Inc.

## About Chegg

Millions of people all around the world learn with Chegg. No matter the goal, level, or style, Chegg helps learners learn with confidence. We provide 24/7 on-demand support, and our personalized learning assistant leverages the power of artificial intelligence (“AI”), more than a hundred million pieces of proprietary content, as well as a decade of learning insights. Our platform also helps learners build essential life and job skills to accelerate their path from learning to earning, and we work with companies to offer learning programs for their employees. Chegg is a publicly held company based in Santa Clara, California and trades on the NYSE under the symbol CHGG. For more information, visit [www.chegg.com](https://www.chegg.com).

### About Chegg Fiscal Year 2023

Revenue 2023

**\$716M**

Global Subscribers 2023

**7.7 million**

NYSE: **CHGG**

Serve learners in

**190 countries**

Adjusted EBITDA 2023

**\$222M**





Helping learners succeed is our guiding principle, and we know that we can serve more learners, innovate faster, and deliver better business results when we prioritize employee well-being, foster diverse and inclusive environments, and champion sustainable practices. Our commitment to ESG aligns with our vision and mission, and it strengthens our value proposition to both students and employees in an increasingly conscientious market.



**Nathan Schultz**  
President and CEO, Chegg Inc.

## Mission

We put students first. Our mission is to help every student achieve their best, in school and beyond. We strive to improve the overall return on investment in education by helping students learn more in less time and at a lower cost. No one cares more about students and their future than Chegg.

## Values

We foster a culture that is consistent with our mission. We bring that integrity to our products, customers, work environment, and the community.

# Program Framework

We are committed to being a good corporate citizen and making a difference on the issues that matter to our customers, employees, and shareholders. Our ESG program is structured around six pillars that encompass the material priorities to our business.

## Focus on People

- Culture, Belonging and Inclusion
- Human Capital Management
- Employee Engagement
- Employee Health, Safety, and Wellbeing

## Act Responsibly

- Privacy and Cybersecurity
- Ethics/Compliance
- Academic Integrity
- Responsible Marketing
- Technology Innovation and Performance

## Help Learners

- Product Impacts and Learning Outcomes
- Access to Education
- Holistic Approach to Learner Success

## Give Back

- Community Engagement
- Philanthropy
- Research and Advocacy

## Operate Sustainably

- Climate Changes Risks and Opportunities
- Environmental Impact
- Natural Resource Management

## Govern Effectively

- Corporate Governance
- Corporate Behavior

ESG Materiality

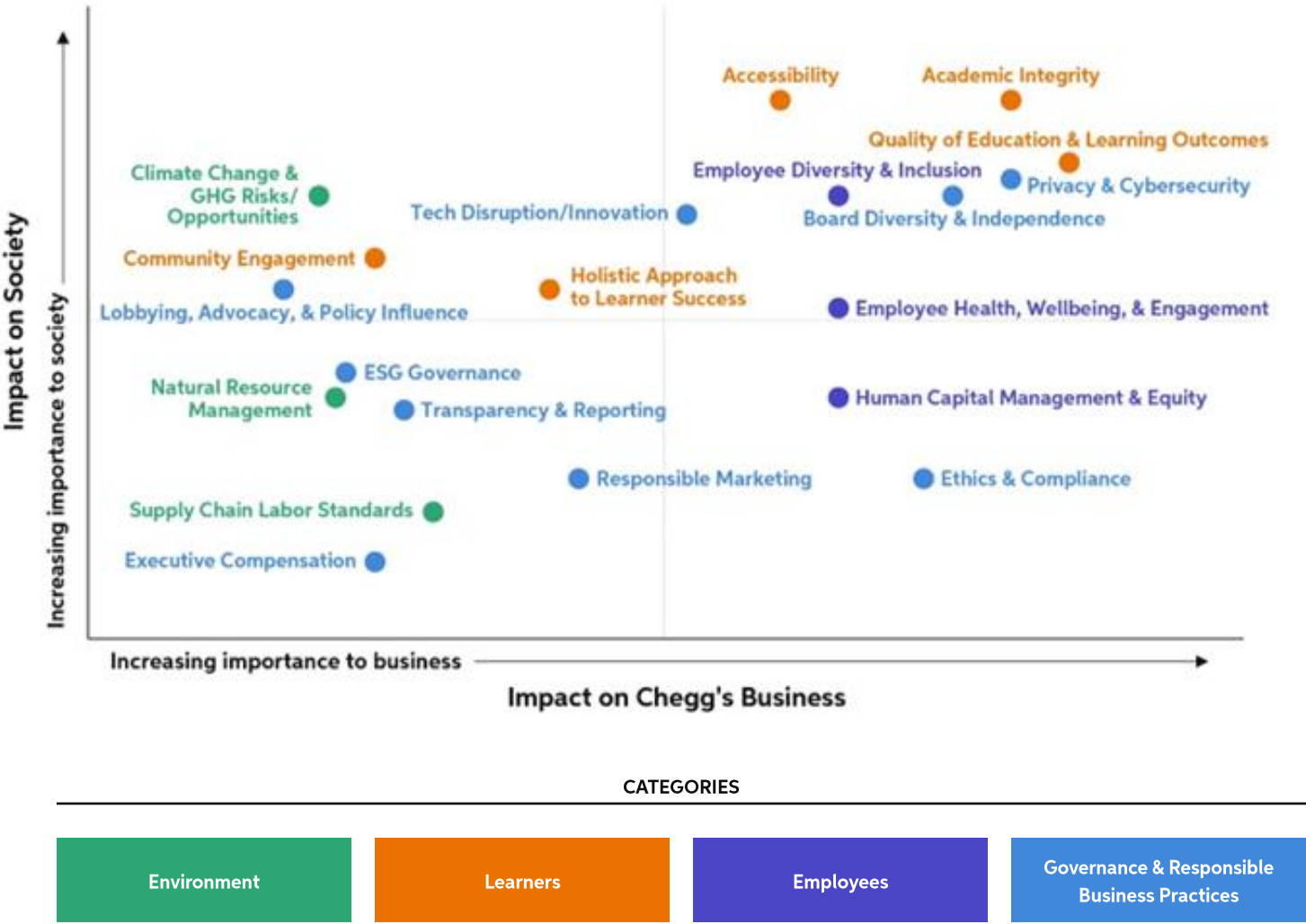
Chegg conducted a formal materiality assessment to help prioritize our ESG roadmap and better understand which ESG topics are most material to Chegg and our key stakeholders.

We engaged over 300 students, professors, employees, executives, employee resource group leaders, investors, and members of our Board of Directors as a part of this process to help us evaluate key ESG issues. We value the opinions of our stakeholders, both internal and external, and will continue to engage with them on ESG and other topics.

The feedback from this materiality assessment reinforced our longstanding belief that Chegg's mission and values are critical to our business success and are deeply integrated into our culture and processes.

We continue to incorporate the conclusions from the materiality assessment into our ESG strategy with an increased emphasis on the topics in the upper right-hand quadrant, which have been identified by our stakeholders as important to both business and society.

This matrix is a visual representation of the conclusions and feedback we gathered from the stakeholder groups.





Our ESG pillars cover issues that are not only integral to our corporate responsibility, but are also fundamental to our financial performance and long-term business success. By actively addressing our material ESG issues, we mitigate risks, enhance operational efficiency, and foster trust among stakeholders. Embracing ESG isn't just the right thing to do; it's a strategic imperative that drives shareholder value.

**Tracey Ford**  
VP, Investor Relations and ESG

## ESG Oversight

Environmental, Social, Governance (ESG) at Chegg is led by our Vice President, Investor Relations and ESG, Tracey Ford, who reports to our Chief Financial Officer, David Longo.

The ESG team works in close collaboration with business leaders and their respective teams to develop strategies, policies, and programs to address ESG priorities, including our Chief People Officer, Chief Information Security Officer, and General Counsel.

These leaders regularly report to Chegg's Board of Directors on issues related to ESG, including our greenhouse gas emissions data.

Chegg's [Governance and Sustainability Committee](#) maintains oversight over the majority of Chegg's material ESG topics, while some topics, such as Pay Equity, are overseen by our [Compensation Committee](#), and others, such as Data Security and Privacy, are overseen by our [Audit Committee](#).

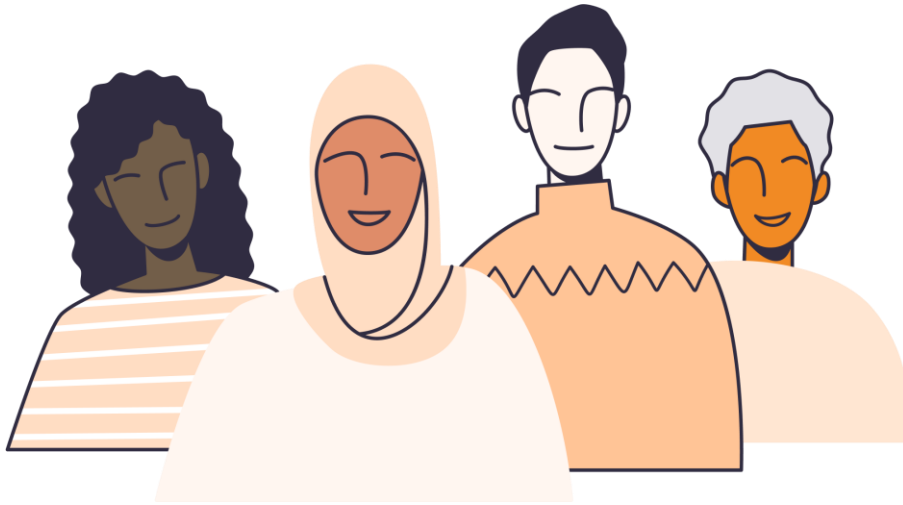


# About this report

Our annual ESG Report provides an in-depth review of our ESG initiatives, policies, success metrics, and vision for the future. Chegg is a mission-focused company and we are extremely proud of the progress we've made to report on the existing and evolving ESG infrastructure that sets our growing business up for long-term success and sustainability.

Chegg's voluntary ESG reporting is aligned with standards set by the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). We also align our ESG efforts with the United Nations 17 Sustainable Development Goals (SDGs). The SDGs set forth a framework to build a better world for people and our planet by 2030. Our most recent ESG [materiality assessment](#) also informs our ongoing strategy development and alignment to reporting standards. Unless otherwise stated, the information in this report reflects Chegg's global operations for fiscal year 2023, representing January 1 through December 31, 2023.





## ESG Risk Assessment

Data-driven, independent assessments help provide stakeholders additional insights into a company's ESG risks and opportunities. We are proud to have received recognition from independent providers of ESG ratings that reflect our strong commitment to sustainable corporate governance, including:



- Chegg is rated AAA by MSCI for its ESG Ratings assessment.
- Chegg was included in [S&P's Global Sustainable Yearbook](#).
- In May 2023, Chegg received an ESG Risk Rating of 7.4 from [Morningstar Sustainalytics](#) and was assessed to be at Negligible Risk of experiencing material financial impacts from ESG factors.<sup>1</sup>

<sup>1</sup> Copyright ©2024 Sustainalytics. All rights reserved. This slide contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>.

# Focus on People



# Chegg Culture & Awards

Chegg fosters a culture that is consistent with our mission and values. The same way we put students first in our work, we put employees, and their families, first in our workplace. We believe in cultivating a dynamic workforce that stimulates progress, has a positive attitude, and is full of energy and ideas. Our measures of success include our employees remaining safe, healthy, and engaged with Chegg's mission, values, and culture.

Great Place To Work recognized Chegg as one of Fortune's Best Workplaces six years in a row, including for Women, for Technology, and for Millennials. Chegg is also proud to be recognized by Duns 100 as a Best High-Tech Companies to work for in Israel.

**Chegg has been certified as a Great Place to Work  
six years in a row**

**We are proud that Chegg has  
15 Best Workplace awards  
from Comparably 2023 list**

**Including:**

- Best Global Culture
- Best Outlook
- Best CEO for Diversity
- Best CEO for Women
- Best Leadership
- Best Career Growth
- Best Work-Life Balance
- Best Perks & Benefits
- Best Company to Work for in the Bay Area

# Engagement & Wellbeing

## Employee engagement

We conduct regular employee engagement surveys to identify areas in which we are doing well and areas of opportunities to improve. The surveys provide data that we use to benchmark against other best-in-class companies. Ongoing feedback from our employees helps us to continuously evolve Chegg's vibrant and healthy culture and to provide an environment that allows each employee to achieve their professional goals, and the goals of the company. Please see key findings from our last deep dive survey on our [ESG website](#).

## Health, safety, & wellbeing

At Chegg, it is our priority to keep our employees and their families safe and healthy. Our emphasis on health and wellbeing reflects our core values to help students and employees achieve their best. Chegg's global dynamic workforce embraces a hybrid work model to allow our employees to balance their daily work and personal commitments. We offer programs to support our employees wherever they are, including a broad array of benefits, programs, events, and vacation time.

## Human rights

Like the student community we serve, we continually strive to improve. Our conduct must be grounded in our values, which includes respect for the fundamental protection of human and children's rights, consistent with the Universal Declaration of Human Rights. At Chegg, we are committed to high ethical standards across our operations and encourage our partners and suppliers to do the same.

[View our Human Rights Policy here](#)

[View our Supplier Code of Conduct here](#)

[View our Transparency in Supply Chain Statement here](#)



**Debra Thompson**  
Chief People Officer



We are proud to champion a culture where employees are supported, given opportunities to develop their skills and advance their careers, and where their unique backgrounds and experiences are celebrated. We prioritize the well-being of our employees by offering robust benefits, invest in comprehensive employee programs, foster work-life balance, and we are always looking for new ways to empower each individual to thrive. We know that our employees are able to bring their best selves to work when they feel seen, supported, valued, and respected.

Through Equity for Education, combined with our existing reimbursement program, **we have contributed over \$2 million dollars towards paying off our employees' student loans**



## Benefits and Resources to Succeed

We believe in supporting our employees so we can all thrive, both as professionals and as people. In addition to Chegg's benefits program that offers robust healthcare coverage, risk insurance benefits, retirement benefits, and country-specific packages, we offer additional support to meet the unique needs of employees.

### Equity for Education Program:

In recognition of the burden that outstanding student loan debt puts on individuals, we offer a benefit that helps U.S. employees pay down their student debt and helps optimize loan payments.

### Tuition Reimbursement:

We believe in the importance of lifetime learning and encourage continuing education programs that meet our employees' career goals and align with our business needs. Our program offers employees the opportunity to increase their competence in their present jobs while preparing them for future career advancements.

### Transgender Health Benefits:

Chegg strives to support the diverse healthcare needs of our employees. Our medical plans cover transgender health benefits including gender affirming care that aligns with recommendations from the World Professional Association for Transgender Health.

### Family Planning:

Employees and their families have access to family planning services such as fertility care, adoption, surrogacy, fertility preservation, pregnancy, and more. We also provide emergency backup childcare and resources for parents.

### Interstate Travel For Medical Care:

Employees and their dependents who are enrolled in our medical plans have travel costs covered if it's required to obtain services that are not available within their state including abortion services, bariatric surgery, infertility treatment, and transgender surgery.

### Employee Assistance Program (EAP):

The EAP program offers a wide-range of no-cost support services and resources for employees including wellbeing resources, counseling, legal consultation, financial consultation, identity theft recovery, dependent care and more.

### Mental Health Support:

We recognize health is multidimensional. In addition to medical care, Chegg offers a range of resources to support the mental wellbeing of our employees including Headspace Care and addiction treatment through Pelago Health.

**72%** of Chegg Employees in 2023 utilized the **mental health benefits** we offer

### Paid Leave:

Chegg has a flexible time off policy for exempt employees (and an accrued PTO policy for nonexempt employees) to support work life balance. In addition to public holidays, we also offer a mid-summer and fall break totaling 9 additional paid days off to help our employees recharge. Employees also have a variety of leave benefits available to them including medical/disability, military, bereavement, caregiver, and volunteer time off. Chegg provides parental leave that goes above and beyond local and national statutory requirements, including up to 8 paid weeks of gender-neutral baby bonding leave and up to 12 paid weeks for childbirth leave.



# Professional Development

Learning is at the core of Chegg's purpose. We know the best way to continually innovate, to optimize for the best student learning journey outcomes is by fostering a culture of learning and development among our employees. Some of Chegg's training and development programs include:

## ★ Rise Up Program:

Provides individual contributors an opportunity to uplevel their skills for those who are not interested in being a leader. The course helps employees gain clarity around essential knowledge, techniques, and tools required to excel.

## ★ Ramp Up Program:

Provides individual contributors an opportunity to gain insight into techniques to lead a team before they are put into a people manager position. The course helps employees gain clarity around their career trajectory and develop manager know-how before promotion.

## Level Up Program:

Designed for new people managers, Level Up is a 4-month developmental program that equips people managers with skills, tools, and resources to manage people more efficiently, drive business outcomes further, and solve complex problems creatively.

## Senior Leader Onboarding Program:

Chegg's Senior Leaders are provided with a personalized onboarding experience to quicken the pace of their impact at an organizational level. This is a white glove service provided by our Talent Development team and is custom-built for the executive who is joining Chegg. We also support the teams and direct reports who are welcoming the new leader.

## ★ Senior Leader Program:

Chegg's Senior Leaders are supported in their leadership journey across Chegg. This program drives the growth and development of our VPs by empowering our VPs with essential knowledge, techniques, and tools required to excel in key areas identified by the C-Team. VPs are encouraged to take ownership in their career journey by enhancing their understanding and application of Chegg's Leadership Competencies through training cohorts and peer learning circles.

## ★ VP Readiness Program:

VP Readiness is a program that drives the growth and development of our Senior Directors by preparing them for the next step in their career as Vice President. Senior Directors are encouraged to take ownership in their career journey by enhancing their understanding and application of Chegg's Leadership Competencies through training cohorts and peer learning circles.

**Chegg's 360 Program** provides a method to collect and receive confidential feedback from “all around you”—from participants, managers, peers, and direct reports. The feedback is reviewed with the participant and coach, then used to create a robust development goal, and put into action by the participant. Throughout the process, the participant has coaching sessions with an outside executive coach for maximum effect.

**Culture, Belonging and Inclusion (CBI)** frameworks are taught by weaving core concepts into all our training classes and development programs. At Chegg we don't want to just check a CBI box, rather we want to cultivate a workforce that is inherently inclusive, prevents harassment through education and brings awareness to unconscious bias wherever it exists.

### **Cybersecurity Training:**

We provide new hire and annual training for global employees, interns and contractors that covers cybersecurity threats like malware and phishing and how to safeguard against them. This training, along with our Cybersecurity team, ensures that anyone with access to a Chegg system is aware of and adheres to data privacy and cyber security policies.

### **Workday Learning Management System (LMS):**

A one-stop shop for internal learning where employees can take charge of their professional development, browse on-demand learning and sign-up for global trainings such as Collaboration 101, Managing Up, Career Hacks, and more.

### **Compliance Training:**

All employees complete required annual training that includes ethics, code of conduct, insider trading, cybersecurity, and culture, belonging and diversity.

### **Responsible Marketing Training:**

Our legal team routinely holds sessions, including ongoing support, with the employees responsible for advertising at Chegg to educate on making responsible marketing decisions that benefit and inform our students, while building trust, fostering long-term relationships, and driving positive change.





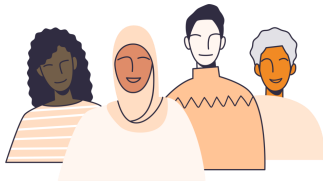
## Culture, Belonging & Inclusion

They are more than words to us. They serve as our guiding principles, along with our core values, to help us define how we make decisions, work together, and treat each other in support of our mission – to help every student achieve their best, in school and beyond.

Inclusion and belonging are a top priority for Chegg. We know it's not enough for us to simply hire diverse talent. We also strive to foster a culture where all employees want to stay with Chegg and have opportunities to grow their career with us. Chegg's Chief People Officer (CPO) maintains executive responsibility and oversight for Diversity and Inclusion at Chegg. Our CPO regularly reports to our Compensation Committee regarding Diversity and Inclusion initiatives and performance. Chegg also has an HR group dedicated to Culture, Belonging, and Inclusion (CB&I), including a Global Head of Culture, Belonging, and Inclusion.

# Culture, Belonging & Inclusion

Chegg promotes culture, belonging, and inclusion across all levels of the organization. Chegg's CB&I strategy is centered around three pillars:



## Our People

Our goal is to be the employer of choice for the best and brightest minds in the business to help drive positive impact for our stakeholders and achieve our mission – to help every student achieve their best, in school and beyond.



## Our Culture

Chegg fosters a culture of belonging, respect, and understanding and celebrates the contributions of all employees.



## Our Community

At Chegg, we attribute our success to the communities we serve, where our employees live and work. We partner with organizations and suppliers that help us to drive real change and make a difference in the quality of the lives in our communities.

**Our Culture, Belonging and Inclusion priorities align with our overall strategy and can help us continue to build a more equitable and inclusive workplace culture and improve its performance and reputation.**

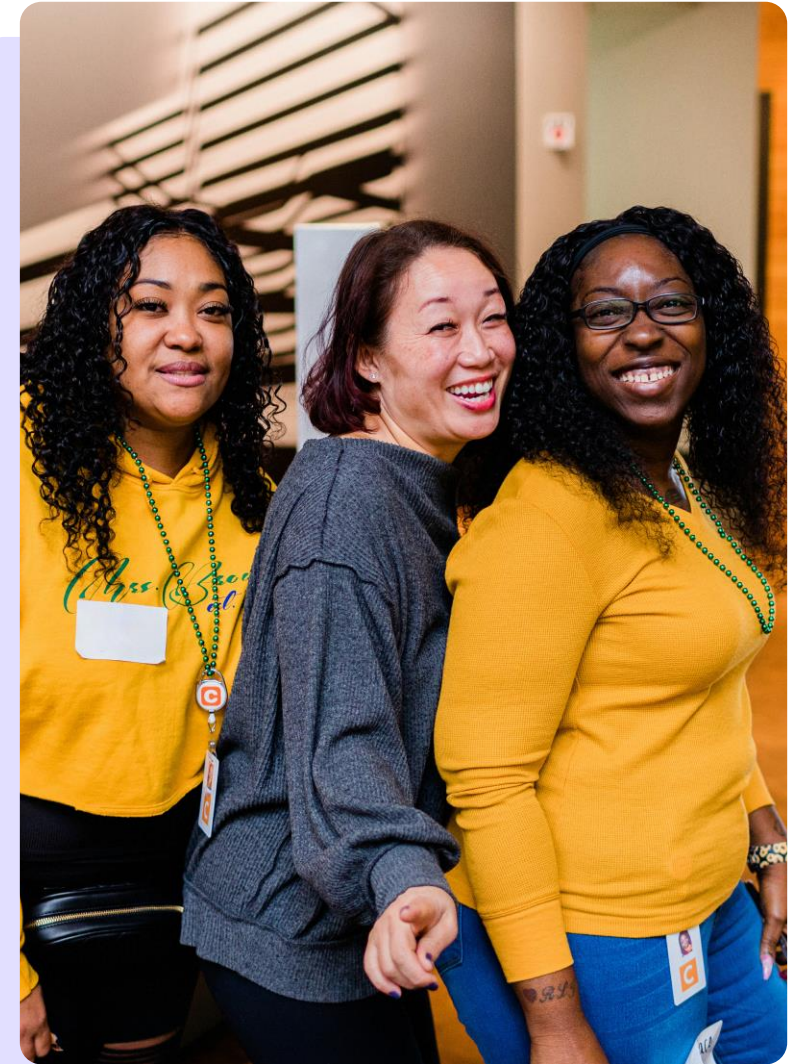
### **Representation and strategic partnerships:**

We believe it is important to build and grow a diverse workforce that reflects the customers and communities we serve. From recruiting and educational programs focused on inclusive hiring practices to building community and strategic partnerships, our global and inclusive recruiting strategy makes sure we engage with talent where they are.

### **Pay equity:**

At Chegg, one important aspect of our commitment to a diverse and inclusive environment is to make sure our compensation practices are fair, equitable, and consistent. Every year, we perform an extensive compensation analysis to mitigate pay disparities. When any disparities are identified, we act as needed. We believe our equal pay policies and procedures help in our recruitment, employee engagement and retention efforts, close the pay gaps in underrepresented communities, and build trust as an employer.

[View Chegg's Culture, Belonging, and Inclusion Policy](#)





### To continue fostering a diverse and inclusive culture, we embrace CB&I best practices, such as:

- Annual pay equity analysis
- Gender neutral job descriptions
- Required unconscious bias and diverse hiring training for internal interviewers
- Partnerships with universities and diversity-focused organizations to increase our underrepresented talent pipeline
- Provide skills training for our Employee Resource Groups on leadership and management, business development and acumen, cultural awareness and competency, and communication and trust.
- Employee training on implicit bias, inclusive language, the importance of pronouns, micro-affirmations, and more

### Partnership Highlight: Disability:IN

We are proud to announce our partnership with Disability:IN, joining over 400+ other corporations dedicated to advancing disability inclusion in the workplace. Disability:IN is the leading nonprofit resource for business disability inclusion worldwide, their central office and 25 Affiliates serve as the collective voice to effect change for people with disabilities in business.

With Disability:IN's vision for an inclusive global economy where people with disabilities participate fully and meaningfully, we hope to collaborate with purpose to promote the full inclusion of people with disabilities, to inspire accessible innovation for all, and continue to foster a culture of inclusion.

## Diversity Snapshot

Inclusion and belonging are a top priority for Chegg and we are extremely proud of the fact that 95% of global employees believe people of all cultures and backgrounds are respected and valued at Chegg<sup>1</sup>.

|                                    | All Employees |      |          | Manager + <sup>3</sup> |      |          | Director + |      |          | Technical Staff <sup>4</sup> |      |          |
|------------------------------------|---------------|------|----------|------------------------|------|----------|------------|------|----------|------------------------------|------|----------|
| Race/Ethnicity (U.S.) <sup>2</sup> | 2019          | 2023 | change % | 2019                   | 2023 | change % | 2019       | 2023 | change % | 2019                         | 2023 | change % |
| Asian                              | 33%           | 35%  | 2%       | 37%                    | 38%  | 1%       | 32%        | 29%  | -3%      | 51%                          | 51%  | 0%       |
| African American/Black             | 7%            | 7%   | 0%       | 1%                     | 5%   | 4%       | 0%         | 6%   | 6%       | 3%                           | 4%   | 1%       |
| Hispanic/Latinx                    | 5%            | 8%   | 3%       | 6%                     | 5%   | -1%      | 2%         | 7%   | 5%       | 4%                           | 6%   | 2%       |
| White                              | 47%           | 42%  | -5%      | 56%                    | 47%  | -9%      | 66%        | 53%  | -13%     | 38%                          | 32%  | -6%      |
| Two+/Other                         | 8%            | 8%   | 0%       | 0%                     | 5%   | 5%       | 0%         | 5%   | 5%       | 4%                           | 7%   | 3%       |

|                              | All Employees |      |          | Manager + <sup>3</sup> |      |          | Director + |      |          | Technical Staff <sup>4</sup> |      |          |
|------------------------------|---------------|------|----------|------------------------|------|----------|------------|------|----------|------------------------------|------|----------|
| Gender (Global) <sup>2</sup> | 2019          | 2023 | change % | 2019                   | 2023 | change % | 2019       | 2023 | change % | 2019                         | 2023 | change % |
| Female                       | 39%           | 43%  | 4%       | 32%                    | 43%  | 11%      | 36%        | 36%  | 0%       | 25%                          | 26%  | 1%       |
| Male                         | 60%           | 56%  | -4%      | 68%                    | 57%  | -11%     | 64%        | 64%  | 0%       | 75%                          | 73%  | -2%      |

|                     | U.S. |      |          | India |      |          | Israel |      |          | U.K. |      |          | Spain |      |          |
|---------------------|------|------|----------|-------|------|----------|--------|------|----------|------|------|----------|-------|------|----------|
| Gender <sup>2</sup> | 2019 | 2023 | change % | 2019  | 2023 | change % | 2019   | 2023 | change % | 2019 | 2023 | change % | 2019  | 2023 | change % |
| Female              | 42%  | 50%  | 8%       | 36%   | 36%  | 0%       | 33%    | 36%  | 3%       | --   | 52%  | --       | --    | 42%  | --       |
| Male                | 57%  | 49%  | -8%      | 64%   | 64%  | 0%       | 67%    | 64%  | -3%      | --   | 48%  | --       | --    | 57%  | --       |

(1) Results reflect a global employee engagement survey conducted by Culture Amp in September 2022. Respondent base (n=1,469) among approximately 1,587 invites. Survey responses are not a guarantee of any particular results as individual experiences may vary. (2) Data excludes part-time on demand educators with no fixed schedules or hours. May not add to 100% due to rounding and employees choosing not to disclose. (3) Manager & above data excludes Program Managers. (4) Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research)

**ERGs hosted  
36 events in 2023, with an  
event NPS<sup>1</sup> of 83, focusing on  
cultivating community,  
creating awareness,  
giving back, and  
providing education  
and resources**

(1) NPS = Net Promoter Score



## Employee resource groups

Being a part of a community can help enhance a sense of belonging and well-being. At Chegg, our Employee Resource Groups (ERGs) connect Chegg employees of various roles, backgrounds and levels through common identities, topics, interests, and perspectives. They work together to support our CB&I efforts throughout the organization and in the communities we touch and serve. These groups receive financial and executive support through sponsorship at the C-level. Our employee resource groups also help advise on grant giving through the Chegg.org TIDES Impact Fund. In 2023, we decided to add two new ERGs to focus on the unique, complex, and diverse experiences of our Black and Latine communities, Black at Chegg and Crecer con Chegg.

## ERG Partnerships:

In 2023, Chegg's ERGs continued their work supporting causes and communities that resonate with their members. Some examples include:

- Chegg's Able ERG partnered with NAMI (National Association of Mental Illness), signing NAMI's pledge to be a stigma-free company for mental illness. We have resources to support employees' mental health and we support this community broadly, including with our annual Chegg Student Mental Health Week.
- CheggHER spearheaded a partnership with Girls Who Code, an organization that focuses on increasing gender parity in the technology sector. We hope to leverage their resources to enhance our recruitment efforts.

## 2024 ERG Priorities:

Looking forward, we look to enhance the way we train and upskill our ERG Leaders. For example, in 2023, we launched our first-ever virtual ERG Leadership Forum to proactively ensure our ERG Leaders set realistic goals and expectations that align with both business needs and employee engagement. We plan to increase professional and leadership development sessions at the ERG Leadership Forum, while having opportunities to hear from DEI and ERG experts in the field.

# Act Responsibly



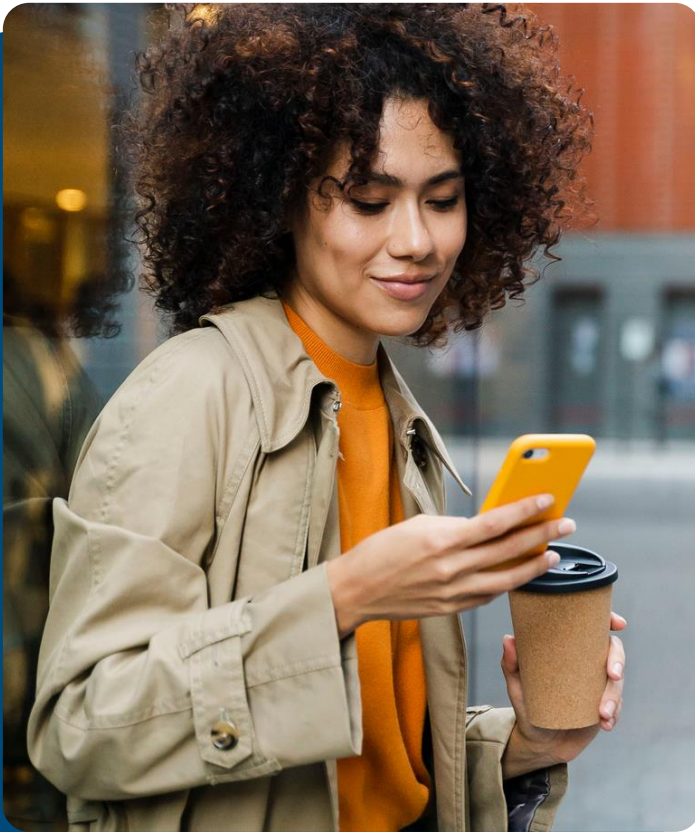
## Responsible Use of AI

Developments in artificial intelligence come with many exciting opportunities to create new offerings and improve our products. It's important that we lean into artificial intelligence as a critical tool for positively impacting learning outcomes for students; however, it's equally important we recognize our responsibility to ensure we are grounded in ethical principles.

While our understanding of artificial intelligence will evolve over time, we are integrating and using artificial intelligence in a responsible and ethical manner by keeping these principles in mind:

- Artificial intelligence should never be used in a way that harms any individual, group, or society at large.
- We should be appropriately transparent about our use of artificial intelligence within our products and in our work.
- All systems leveraging artificial intelligence should be secure and prioritize the protection of personal information, and we should always uphold the integrity of systems by encouraging appropriate use.
- Artificial intelligence should be used in a fair and unbiased way, and never in a way that would allow for discrimination against particular groups of people.

This topic is covered in our Code of Business Conduct & Ethics, which Chegg employees are required to review and acknowledge. Chegg employees are also expected to adhere to our AI Usage Policy.



# Academic Integrity

Technology has profoundly changed the landscape of education. Today's learner can access information at their fingertips that can advance their educational pursuits and skill development. While technology has positively impacted the way we learn, it can also be misused. As the leading student-first online learning company, Chegg is committed to helping every student achieve their best in school and beyond, and upholding academic integrity is fundamental to that mission.

As we incorporate faster, more powerful AI-powered tools into our products, we continue to keep our [Honor Code](#) at the center. We strive to use the latest technology to foster honesty and integrity in the use of our tools, and we continue to invest in communicating and supporting our commitments. In fact, [Honor Shield](#) continues to be our premiere answer-blocking solution that helps professors prevent their students from accessing solutions on Chegg during assessment periods, and it is free to use for educators.

Learn more about Honor Shield and our approach to Academic Integrity [here](#), including tips for educators and FAQs.

While students around the world are embracing the use of generative AI tools, they are concerned about the quality of answers and academic integrity. A full 40% of students surveyed globally as part of the [2023 Global Student Survey](#) said that they have used genAI for their university studies and 65% said they believe universities should change the way they assess students given the availability of free genAI tools<sup>1</sup>.

Chegg's Academic Advisory Board ensures Chegg hears and incorporates the voice of academia in the development of our products and services and advises the company on academic integrity and student learning success. The board, made up of senior academic officials, provides feedback and advice on Chegg's product offerings and strategies, which along with research developed by the Center for Digital Learning, help the company better understand the needs and challenges of students and faculty. Learn more about our Center for Digital Learning and our advisory board [here](#).

We commit to continuing to find ways to support the millions of hardworking students and educators who use online resources to enhance their learning experience.

(1) Chegg commissioned online survey of undergraduate students 18-21 years fielded July 31, 2023 - August 16, 2023 in 15 countries. Total respondent base (n=11,816). Sample sizes ranged from 503 to 1,018 in each country. Global results represent the combined findings of the 15 countries studied

# Cyber Security & Data Privacy

Protecting the data of our customers, our employees, and our business is critically important to our business and a top priority for Chegg. We proactively mitigate cybersecurity risks and have implemented practices designed to establish appropriate physical, technical, and administrative safeguards to protect data.

[View our Privacy Policy.](#)

## Security Oversight

Data security and privacy is led by our Chief Information Security Officer in partnership with a cross-functional group of senior leadership. Our CISO regularly reports to our [Audit Committee](#). Pursuant with its charter, the audit committee is responsible for reviewing with management the company's major financial and cybersecurity risk exposures and the steps management has taken to monitor such exposures, including the company's procedures and any related policies, with respect to risk management.

## Testing & Auditing

We are constantly testing our security, utilizing both internal processes and external vendors. Periodic and annual assessments are carried out to identify weaknesses and vulnerabilities in our network. Our layered approach to security testing incorporates targeted, deeper security testing in new products or partnerships and continuous external testing to augment our internal security program.

## Security Training

Every employee contributes to our data security efforts. In addition to annual training for global employees that covers cybersecurity threat vectors, we also conduct biannual phishing drills. Employees are provided additional training based on their individual security performance in those drills. Customized, role-based training is provided to targeted internal audiences, as well as frequent updates via Slack or email about emerging specific threats.

## Vendor Security Standard

As part of our Vendor Risk Management program, vendors are required to undergo an appropriate level of review to ensure their information security policies and practices meet or exceed Chegg requirements. This may include data protection controls, access control, policies and standards, proactive security measures, reactive security measures, software supply chain safeguards, application security, or regulatory compliance.

# Privacy and Security

Chegg has a dedicated Trust & Security team that oversees our obligation to protect our customers, employees, and shareholders by proactively managing cybersecurity and privacy risk. This team is responsible for our privacy and information security policies, standards, and processes to help ensure that we conduct day-to-day business activities with the right level of security and privacy diligence. It is the responsibility of Chegg's employees to become familiar with relevant policies, including:

- **Information Privacy and Security Policy** – outlines a framework to ensure the protection of data and information within Chegg applications, systems, and networks.
- **Data Classification Standard** – helps Chegg label data according to its sensitivity. We have four levels: Public, Confidential, Restricted, and Secret.
- **Data Handling Process** – outlines requirements for safely handling data, according to its classification.
- **Password Standard** – requires employees to set unique passwords for all Chegg accounts and treat all passwords as secret information.
- **Device Security Standard** – outlines requirements for keeping Chegg laptops secure.

If employees have any reason to believe that there has been any security breach involving Chegg's networks or data, or if they are unsure about a situation, they are instructed to report the matter immediately.

# Advocacy

We strive to make meaningful and positive impact in the lives of the students we serve through our engagement with government. Our public policy aims to support the interests of our customers, communities, and other stakeholders. Chegg works collaboratively with government to educate lawmakers on the important role supplemental online learning platforms play to support student learning outcomes.

The rising costs of education are prohibitive to many students and their families today. Students who can pay for secondary education, often by taking on onerous debt, may face challenges such as access to technology and wraparound services that make graduating exponentially more difficult. Shorter, more affordable education pathways through skills training will help meet the diverse and evolving student and workforce needs. As students evaluate their career aspirations, holistic education needs, and multiple pathways available, more transparent outcomes data is needed to help them make informed decisions.

## Advocacy Pillars:

### Higher Education Affordability:

- Support a modernized student financial aid model
- Address the key drivers of student debt

### Career Pathways & Skills Development:

- Invest in workforce programs which provide individuals with access to additional relevant skills training throughout their lives
- Support workforce programs developed in partnership with employers

### Empowering Modern Learners:

- Support access to technology and quality broadband that strengthens online course delivery
- Improve digital literacy among faculty
- Develop models of support that address student needs beyond tuition

### Student Choice and Outcomes:

- Support better data transparency in postsecondary education

## Advocacy Key Initiatives:

### Education for Underserved Women in Central America

In collaboration with the [Vice President's Partnership for Central America initiative](#), Chegg has committed to certify 10,000 young adult learners through our platform by 2030, with a focus on underserved women.

### Global Student Mental Health Week

In the US, Chegg led a congressional engagement alongside student leaders to advocate for mental health resources on college campuses. Our work resulted in \$200M funds to universities.

### AI for America Campaign

In partnership with other technology companies, Chegg is educating lawmakers and the public on AI's current and future benefits and informing Americans on how AI is already improving their lives, growing our economy, and keeping us safe.

### United for Privacy Campaign

In partnership with other technology companies, Chegg is leading conversations with lawmakers on the urgent need for a federal data privacy law that ends the growing privacy patchwork and brings all 50 states under a uniform data privacy law.

### CHIPS and Science Act

In partnership with industry, academia, and community development groups, Chegg is working to support implementation of the tech hubs program while also working to secure the authorized levels of funding.

### UK AI Summit

As a participant in the world's first global AI summit, Chegg is leading meaningful discussions around how society builds trust in order to shape AI as a force for good.

### Intern Pay

Chegg.org established a partnership with [Pay Our Interns](#) (POI) to support corporate America paying their interns.

### Historically Black College and University Recruiting

Through Silicon Valley Leadership Network, Chegg established a partnership with the [United Negro College Fund](#) to serve as a pipeline for HBCU recruiting.



## Trade Associations and Lobbying:

Chegg is a member of [TechNet](#) and [TechUK](#).

Chegg's domestic lobbying activity can be accessed via the disclosure websites for the [U.S. House of Representatives](#) and the [U.S. Senate](#).

Chegg is fully compliant with UK and Canada lobbying requirements.

# Speaking Up

It's important that everyone at Chegg feels comfortable speaking up if they observe something that appears to conflict with our Code of Conduct and Ethics, or if they have questions about how to handle a particular situation. Chegg will not retaliate—and will not tolerate retaliation—against any individual for filing a good-faith complaint with the company, or for providing information in a related investigation. Employees can be confident that complaints will be taken seriously, and if action is needed to correct a confirmed violation, we will take it.

There are many ways employees can speak up:

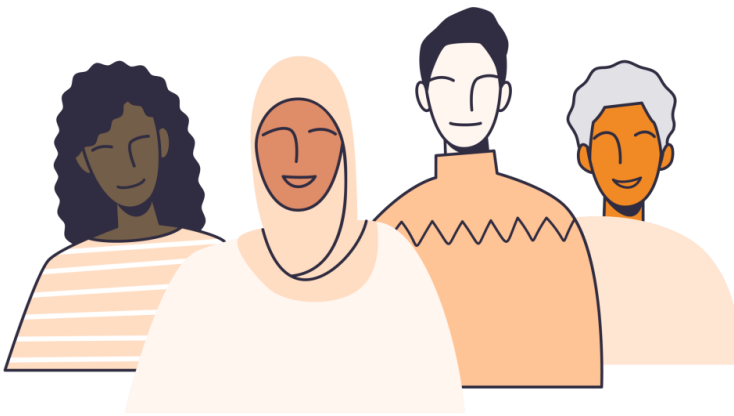
- Directly to their manager or leader
- Human Resources
- The Chegg Ethics Officer
- Chegg's compliance hotline by phone or the online reporting platform managed by EthicsPoint
- Chair of the Audit Committee (for matters related to accounting, controls, or auditing)
- Chair of the Governance and Sustainability Committee (for matters related to violations of laws and all other issues).

Employees can reference our [Whistleblower Policy](#) for more information on how Chegg handles reports of suspected violations and the process for making a report.

## Who is the Chegg Ethics Officer?

Chegg's General Counsel serves as the Ethics Officer and has ultimate oversight over our Code of Business Conduct and Ethics and associated legal compliance policies. The responsibilities of the Ethics Officer include:

- Recommending any subject matter specific policies that form a part of Chegg's Code of Conduct & Ethics;
- Overseeing adoption of any procedures or policies (including overseeing the preparation and issuance of guidelines on specific legal and regulatory issues and matters involving ethical business practices);
- Responding to employee inquiries regarding compliance concerns; and
- Investigating (with participation by members of management, outside counsel and others as appropriate) violations or suspected violations of our Code and related policies.



## Human Rights

Chegg is committed to protecting and advancing human rights related to our global operations. **We have zero tolerance for the use of child and forced labor, slavery, and human trafficking**, and we strive to maintain an environment that respects our workers and safeguards their rights in accordance with local and international laws. We require any of our third parties, including suppliers, to uphold this commitment, and we expect our employees and others working with us to immediately report any suspected human rights abuse.

For more information on how Chegg supports the fundamental protection of human rights, see our [Human Rights Policy](#).

# Help Learners



# Learner Outcomes

As the global learner population takes on more responsibilities and faces more personal and economic challenges, they need more out of higher education. As a leader in education, we take our role very seriously. We are deeply committed to understanding and adapting our services to the evolving, diverse student need so we can improve the overall return on investment in education.



Positive Learner Outcomes<sup>1</sup>

Chegg users, and students more broadly, are surveyed frequently to help us ensure our products and services are meeting their needs. We are extremely proud of the responses, and the positive impact our services have on our users’ education.

Product Accessibility

Chegg is committed to ensuring our products and services are accessible to all learners and meet their diverse needs. We strive to make our websites, tools and technology so that learners, including those with disabilities can use them. To achieve this, we are committed to aligning with the International Edition of the Accessibility Conformance Report (VPAT) and applicable web accessibility standards<sup>2</sup>. We will continue to invest in technology and content enhancements to improve the accessibility of our products.

Learn & Understand

89%

Say that Chegg helps them learn their coursework. And 88% say Chegg helps them better understand the concepts they are studying in school

Help When You Need It

91%

Say that Chegg helps them figure it out if they get stuck or have a question when their instructor is not available

Better Grades

91%

Say they get better grades when they use Chegg to understand their coursework

More Efficient

90%

Say that they work more efficiently when they use Chegg to understand their coursework

Build Confidence

83%

Say that Chegg helps build confidence before an exam

(1) Results reflect a Chegg online survey conducted among a random sample of U.S. Chegg Study and Chegg Study Pack customers that used Chegg Study or Chegg Study Pack in Q2 2023 and Q3 2023. Respondent base (n=611) among approximately 837K invites where each respondent will be entered into a drawing to win 1 of 10 \$300 e-gift cards. Data shows top 2 box (Agree/strongly agree). Sample size represents this population of customers within a margin of error of 3.96% at 95% confidence. Survey responses are not a guarantee of any particular results as individual experiences may vary. Survey fielded between Sep24 – Oct 12, 2023.

(2) WCAG 2.1 Level AA, Section 508, EN 301 (EU) standards.

# Holistic Learner Support

The modern learner looks very different than prior generations, as many are managing life priorities outside of school—including caring for children or other family members, many are working part-time or full-time while they seek an education to improve their professional opportunities, and higher education institutions include more learners from diverse backgrounds.

As a result, students' needs have expanded beyond traditional academic support, to include mental health and skills training. Chegg takes our role in serving learners' holistic needs very seriously and has expanded services to support those needs.

## Chegg Perks

To help serve the whole learner, Chegg has started offering free access to non-academic services in categories that students value most.

### Calm

Free access to Calm Premium's subscription service with hundreds of hours of content to help focus, manage stress, and practice mindfulness.

### Prezi

Prezi enables Chegg subscribers<sup>1</sup> to create unlimited high quality, visually stunning presentations that will set them apart from the crowd.

### DoorDash

Access to a free DashPass Student membership for convenient, affordable on-demand delivery to help students fuel their study sessions.

### Tinder

Chegg subscribers<sup>1</sup> get free access to Tinder Gold™ with unlimited Likes and free monthly Super Likes™ to help them meet new people.

(1) Perks are available for Chegg Study and Chegg Study Pack subscribers

## In the U.S., Chegg learners are<sup>1</sup>:

**28%** first generation in college  
**23%** family income of <\$20k  
**53%** minorities  
**61%** female  
**26%** over 25 years old  
**5%** work full-time  
**33%** work part-time

## 46%

Nearly half (46%) of all students worldwide have suffered academic burnout. Also, 59% have experienced not sleeping enough, and 54% have experienced daily feelings of anxiety.<sup>2</sup>

## 34%

In the UK, a recent Chegg study of student behavior found that over one-third (34%) of students cannot afford housing costs, and a quarter (25%) have not been able to afford food.<sup>3</sup>



**Dana Underwood**  
Chief Product Officer



As technology rapidly transforms how we learn and work, Chegg's steadfast commitment to putting students first is more vital than ever. Our products have the power to enhance opportunity for global learners by meeting students where they are, offering 24/7 learning support, by optimizing our platform for diverse learning styles, and by shortening the time from learning to earning. We take this responsibility seriously and weave our commitment to learners into every feature we design. These priorities both advance educational outcomes and foster a more inclusive global society, where every learner has opportunities to thrive.

(1) Chegg Consumer Insights, October 2023, Quarterly Marketing Tracker: \*Chegg Services users in the past 3 months (College n=284), Chegg services includes Chegg.com, Mathway, Easybib, CiteThisforMe, BibMe, Citation Machine, Busuu, Thinkful

(2) [2023 Global Student Survey](#)

(3) Chegg's Center for Digital Learning commissioned research June 2022. Respondent base (n=621). [Exploring the True Cost of a University Education](#).

The traditional academic path may not meet all of a student's needs to succeed throughout their education and beyond.



## Chegg Skills

Chegg Skills helps bridge the gap between learners and the modern, high-tech workplaces they want to enter. Our services provide benefits to individual learners and to companies, to empower their employees to gain skills to better themselves and their companies.

**71%**

Of the Chegg Skills graduates that are now working in the field in which they trained, 71% say Chegg Skills prepared them “extremely well” (42%) or “quite well” (29%)<sup>1</sup>

Chegg Skills programs bring higher earnings, better career mobility, increased job satisfaction and more opportunity to gain further expertise and professional certifications.

[Check out the Skills Impact Report for Business >>](#)



### Higher earnings

76% of respondents reported higher earnings six months or more after graduation. On average, Chegg Skills graduates had increased their earnings by \$8,577 – an increase of 19%. Chegg Skills programs were also found to boost earnings approximately equally for bachelor's degree holders and those with only a high school diploma.



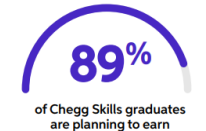
### Increased job satisfaction

Six months or more after graduating, two-thirds (66%) of Chegg Skills learners agree that their program has positively impacted their career, and 40% say they are more satisfied with their current job.



### Enhanced career mobility

6% of Chegg Skills graduates who were promoted by their employer increased their annual earnings by an average of \$14,048 (+29%); another 6% of those who were redeployed into a new role by their employer, the average increase was \$10,263 (+20%).



### Unlocking additional education & industry certifications gain industry certifications

Across all our programs, 89% of Chegg Skills graduates are either planning or pursuing a professional certification or additional education.

Source: Chegg Skills for Business: Impact Report. (1) Skills graduates included in the study were part of our enterprise channel

# Operate Sustainably



# Green Initiatives

Chegg's mission is to help learners, which includes minimizing our environmental impact on their communities. We are focused on sustainable operations and we are committed to finding ways to reduce our environmental impact. We know that we owe it to our customers, employees, and society to use environmentally sound practices. This commitment impacts our operations, energy usage, and office buildings. Further, we strive to work with vendors and partners that have similar values around operating sustainably.

Chegg partners with Amazon Web Services (AWS) data centers to deliver our services to our students. Data center emissions are a large percentage of our Scope 3 greenhouse gas emissions. Research has shown that AWS' infrastructure is 3.6 times more energy efficient than the median of U.S. enterprise data centers surveyed.<sup>1</sup>

We are pleased to share our recognition as a company committed to sustainability in our industry and we are honored to be included in this year's [S&P Global Sustainable Yearbook](#).

[View our Environmental Policy](#)

- Recycling and composting programs throughout our offices include purchasing recycled paper, Bevi machines for employee water to reduce the use of plastic bottles, disposable utensils, straws, and cups in our U.S. facilities, and e-waste recycling events.
- Water usage in our Santa Clara headquarters has been reduced to LEED and Cal Green standards. We are not by nature a water-intensive business, but we continue to take steps to enhance the effectiveness of our water management across our facilities. We have implemented various water conservation measures at our US facilities, including low-flow toilets to reduce our water consumption. We have also started installing smart-sensor technology to detect humidity and other environmental concerns across our US offices, and some facilities are switching over to water-saving irrigation equipment and drainage
- Many of our facilities have achieved green certifications. Our New York and California-based facilities are either CALGreen certified or EnergyStar certified, and our Portland facility is LEED Gold and Energy Star certified. Our Santa Clara facility has been UL verified as a Healthy Building for Indoor Air. Our Madrid facility is BREEAM certified.
- Our facilities incorporate practices to reduce energy usage by utilizing LED lighting, lighting that dims as sunlight increases and turns off without movement, HVAC systems that are on energy management programs, and more.

(1) <https://sustainability.aboutamazon.com/environment/the-cloud?energyType=true>

# GHG Emissions Data

As an online education company, our carbon footprint is naturally smaller than more carbon-intensive industries, but there are always ways to further minimize our impact on the planet and focus on sustainable operations. We believe the first step in that process is to measure and disclose our Greenhouse Gas emissions. In accordance with the Greenhouse Gas Protocol corporate standard, we measure our emissions by scope. Scope 1 includes direct emissions such as natural gas used on-site, Scope 2 includes the electricity our offices generate, and our indirect emissions sit within Scope 3.

In 2021, we completed our first greenhouse gas emissions analysis using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard for Scope 1 and Scope 2 emissions. In 2023, we expanded our analysis and reporting to Scope 3 using the same standard, and in 2024, we conducted a complete scope 1, 2, and 3 GHG inventory. In collaboration with our third-party consultants, EcoAct, we reviewed the 15 categories of Scope 3 and determined that 7 of the 15 categories were material and/or relevant to our business: Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel and Employee Commuting.

In 2023, our carbon footprint, the amount of greenhouse gasses produced by our business activities, was 29,273 metric tons. We measure our footprint in metric tons of carbon dioxide equivalents (MTCO<sub>2</sub>e) as per the industry-standard metric. View our third-party data verification of GHG emissions provided by Apex for [2022](#) and [2023](#).

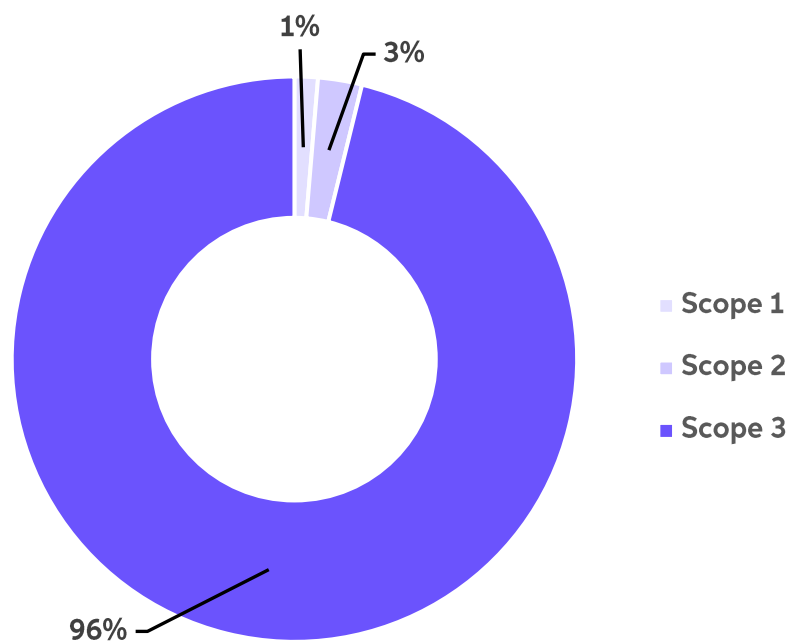
## Office reopening-related increases

Chegg's Scope 1 and 2 emissions increased significantly as compared to 2020 (54%) and 2021 (76%). This is primarily driven by the increased electricity and natural gas consumption, due to the resumed operations post COVID and the addition of new offices in London and Madrid as part of our Busuu acquisition, which closed in January of 2022.

## Looking Ahead

The data we've collected since 2020 helps us have a better understanding of our carbon footprint and where we have opportunities to further minimize our impact on the environment. We plan to deepen our commitment to reducing our global emissions by utilizing the data we've collected to identify where we can lower emissions and further refine our Scope 3 data collection process with our suppliers.

2023 GHG Emission by Scope



| Emissions Category                              | 2020 | 2021 | 2022   | 2023   |
|-------------------------------------------------|------|------|--------|--------|
| Scope 1 Direct Emissions (MTCO2e)               | 190  | 255  | 375    | 262    |
| Stationary Combustion                           | 172  | 233  | 347    | 218    |
| Generators                                      | 4    | 1    | 1      | 0      |
| Refrigerant Leakage                             | 14   | 21   | 27     | 44     |
| Scope 2 Indirect Emissions (MTCO2e)             | 521  | 365  | 705    | 831    |
| Electricity (Location-based)                    | 521  | 365  | 702    | 825    |
| Cooling                                         |      |      | 2      | 6      |
| Scope 3 Emissions (MTCO2e)                      |      |      | 26,995 | 28,180 |
| C1: Purchased Goods & Services                  |      |      | 22,616 | 20,874 |
| C2: Capital Goods                               |      |      | 2,902  | 3,212  |
| C3: Fuel- and Energy-Related Activities         |      |      | 274    | 279    |
| C4: Upstream Transportation & Distribution      |      |      | 319    | 83     |
| C5: Waste                                       |      |      | --     | 87     |
| C6: Business Travel                             |      |      | 21     | 2,682  |
| C7: Employee Commuting (without Work From Home) |      |      | 862    | 962    |
| Total Emissions (MTCO2e)                        | 710  | 621  | 28,074 | 29,273 |

Note: we started collecting data to calculate and disclose scope 3 emissions for the 2022 reporting year. The 2023 reporting year represents our first complete scope 1, 2, and 3 GHG inventory. As such, we did not calculate C5: Waste emissions prior to 2023.

# Give Back



# Giving Pillars

Here at Chegg, we put students first. We believe in creating equitable access to education to ensure the future success of diverse learners in higher education and beyond.

We believe in supporting student well-being to empower students to have better health, better grades, higher graduation rates, and safe, sustainable communities.



## Equitable Access to Education

- Support student financial literacy and student debt reduction
- Advance equitable access to education for all students
- Empower academic success with learning and mentoring support
- Close the gap on skills needed for the modern tech workforce through strategic workforce development training

## Student Wellbeing

- End student food insecurity by increasing access to nutritious food
- Empower student mental health by expanding mental health awareness and access to behavioral healthcare for students

# Community Impact

## Global Impact Day:

In August 2023, Chegg offices hosted our second annual Global Day of Impact (GDI) where our employees gathered across the globe to give back to the communities where we live and work. We are thrilled that 99% of participants told us they felt GDI contributes to Chegg's culture. Together, our team made a tremendous impact mentoring students, packaging meals to people experiencing hunger and food insecurity, assembling STEAM kits for classrooms, and more.



(1) Chegg at times works through our Impact Fund, which is run through the TIDES Foundation.

- **Virtual**

Employees volunteered with Career Village to write over 426 pieces of advice for learners of color, first-generation college students, low-income individuals, and other marginalized communities. The pieces of advice have been read over 127,608 times!

- **North America**

We partnered with Grant St. Settlement, Project Sunshine, Second Harvest, Resource Area for Teachers (RAFT), Trillium Family Services, Portland State University Food Pantry, and Edmonton Food Bank. We distributed school supplies to 150 students, packed 1,000 crown kits for hospitalized children, packaged 600 handwritten note cards and 900 snack packs for students in need, sorted and packaged 73,061 pounds of food for community access to nutritious meals, created and assembled 980 STEAM learning kits to serve 2,480 students, and assembled 150 food hampers to 50 families in need.

- **India**

Employees volunteered with Shikshaadaan to mentor 65 students and worked with SEEDS India to distribute 700 nutritional meal boxes to students. We also volunteered with Manav Mandir Mission Trust for a wellness drive where 125 wellness/hygiene kits were given at refugee settlement areas.

- **Madrid & London**

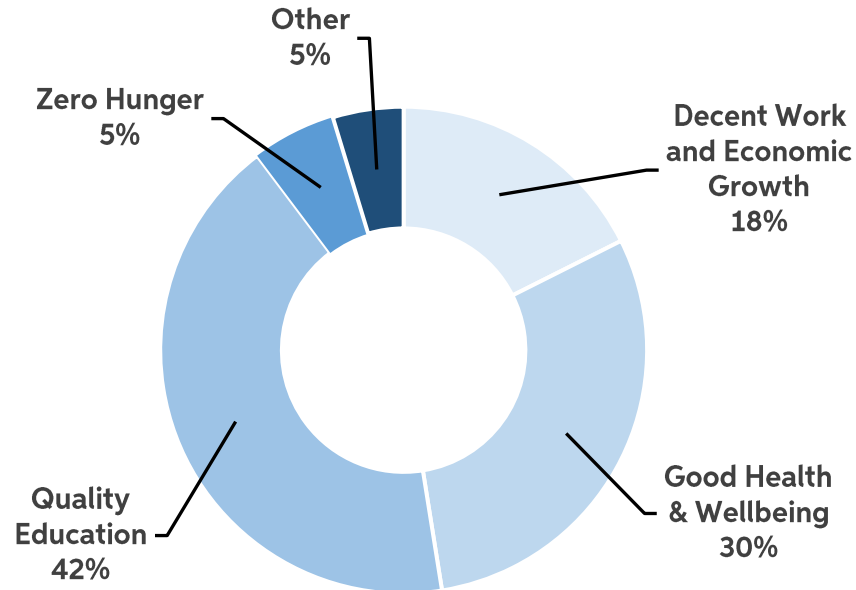
The Busuu team at Chegg worked with Asociación Barró to assemble 160 school supplies packages for students and in London, we partnered with Docklands Settlements to assemble and distribute 50 holiday gift packages, 55 food packs, and 100 hygiene kits.

- **Israel**

We partnered with Pitchon-Lev to package 300 food and essential items packages for families in need. Additionally, we partnered with Leket Israel to pick 500 kg of onions in the field, serving 950 people in need.

Since 2019,  
Chegg has given almost \$5 million  
to global non-profit organizations,  
including over \$600k in 2023<sup>1</sup>

2023 Charitable Giving by U.N. SDG



(1) Chegg at times works through our Impact Fund, which is run through the TIDES Foundation.

### Employee Resource Group Community Impact

Chegg's Employee Resource Groups (ERG's) are encouraged and empowered with Chegg resources to donate to organizations that support their mission. Chegg ERGs work to support inclusive communities and build bridges to transform the future of diverse representation. Here are some of the organizations our ERG's funded in 2023:

- **Ali Forney Center** protects LGBTQ Youth from Homelessness
- **APIA Scholars** is devoted to the academic, personal and professional success of Asian & Pacific Islander Americans
- **Boys & Girls Club of America** provides after-school programs for young people
- **Girls Who Code** is a gaming experience that empowers users to code characters that better reflect them and the diversity of their communities
- **Human-I-T** refurbishes donated technology to provide low-income individuals and nonprofits with devices, internet, and digital training
- **National Center for Learning Disabilities** works to improve the lives of the 1 in 5 children and adults nationwide with learning and attention issues
- **Point Foundation** supports hundreds of lesbian, gay, bisexual, trans and queer students to access and succeed in higher education
- **Prep for Prep** is a leadership development program that offers promising students of color access to a private school education based in New York City
- **San Francisco AIDS Foundation** promotes health, wellness, and social justice for communities most impacted by HIV
- **Si Se Puede** provides STEM programs for underserved students from grade school through college
- **Year Up** brings talented young adults and top companies together to launch careers, power businesses, and build community

# Global Student Prize

The Chegg.org Global Student Prize is a **\$100,000 award** presented to an exceptional student, making a real impact on learning, the lives of their peers and on society beyond.

Chegg.org partnered with the Varkey Foundation to launch the Global Student Prize in 2021, a sister award to its \$1 million Global Teacher Prize.

It was established to create a powerful new platform that shines a light on the efforts of extraordinary students everywhere who, together, are reshaping our world for the better.

The prize is open to all students who are at least 16 years old and enrolled in an academic institution or training and skills program. Part-time students as well as students enrolled in online courses are also eligible for the prize.

Visit [Chegg.org](https://www.chegg.org) to learn more about the scholarship program and 2023 finalists.



## Nhial Deng

*2023 Winner*

24-year-old South Sudanese refugee Nhial Deng, has empowered over 20,000 refugees in the Kakuma refugee camp in Kenya through peace building, education, and entrepreneurship programmes, as well as creating a safe space for young people to heal from their trauma. He was selected from almost 4,000 nominations and applications from 122 countries around the world. Nhial accepted his award in New York during UN General Assembly week.

# Govern Effectively





## Corporate Governance

Strong corporate governance practices are important for business execution. Our board of directors has adopted corporate governance guidelines that set the standard and expectation for board structure and function, director selection processes, and other governance policies. In addition, each standing committee (audit, compensation, and governance and sustainability) has adopted written charters that set further standards and responsibilities specific to their roles. Learn more about our directors' experience and qualifications, board structure, strategy and risk oversight, executive compensation, and more in our [2024 Proxy](#).

# Corporate Governance

- Board members are not permitted to serve on more than four public company boards, including Chegg
- Non-management directors will meet in executive session at least semiannually to discuss, among other matters, the performance of the CEO
- Executive Officer compensation consists of base salaries and time and performance-based equity compensation, which provides an incentive to achieve both short-term and long-term corporate goals and to create long-term stockholder value
- Annual performance evaluations for the board and committee performance facilitated by the Governance and Sustainability Committee and outside counsel
- Executive Officers are required to hold equity equal to a multiple of base salary (CEO: 3x, others: 1x)<sup>1</sup>
- Single-share class
- Directors are elected by vote of the majority of votes cast in uncontested elections
- Orientation and continuing education assists directors in developing and enhancing the skills and knowledge required for their service on the Board and assigned committees
- Guidelines for employee political activities are outlined in our [Code of Business Conduct and Ethics](#), which applies to all our employees, officers and directors.
- In 2023, we enhanced and expanded our [Code of Business Conduct and Ethics](#), and we introduced a new [Supplier Code of Conduct](#)

## Policy Documents

- [Corporate Governance Guidelines](#)
- [Governance and Sustainability Committee Charter](#)
- [Audit Committee Charter](#)
- [Compensation Committee Charter](#)
- ★ [Whistleblower Policy](#)
- ★ [Code of Business Conduct and Ethics](#)
- ★ [Supplier Code of Conduct](#)
- ★ [Transparency in Supply Chain Document](#)
- [ESG Policies and Documents](#)

★ New or updated this year

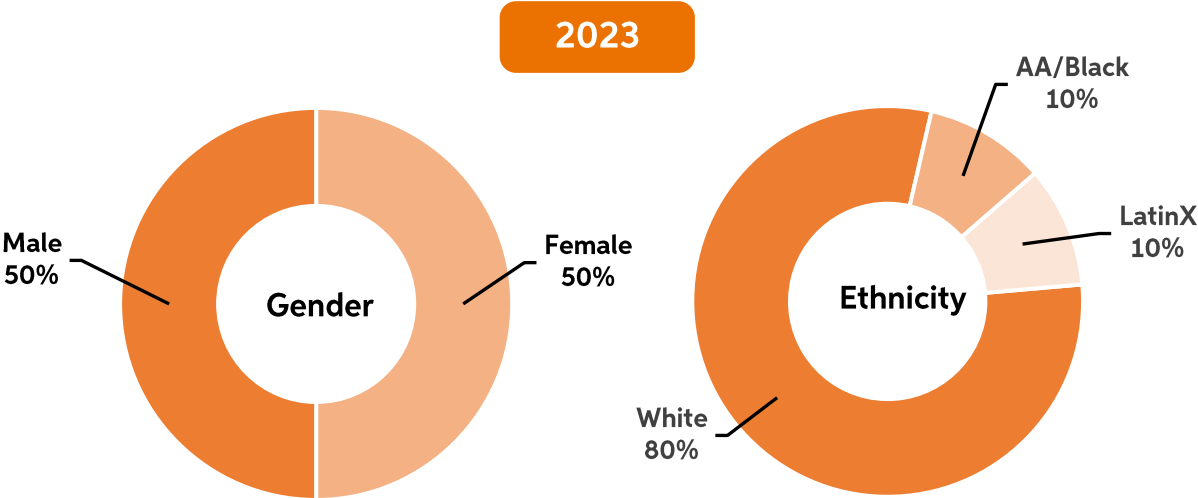
(1) Requirement must be completed within five years of the later of (i) the establishment of our guidelines in 2019 or (ii) the commencement of employment service or promotion into an executive position

# Board Oversight

Chegg’s Board of Directors has a mix of skills, experiences, and backgrounds to bring diverse perspectives to company oversight.

| 2023              | Audit Committee | Compensation Committee | Governance & Sustainability Committee |
|-------------------|-----------------|------------------------|---------------------------------------|
| Dan Rosensweig ★  |                 |                        |                                       |
| Sarah Bond        |                 | ●                      |                                       |
| Renee Budig       | ●               | ●                      |                                       |
| Dr. Paul LeBlanc  |                 |                        | ●                                     |
| Marne Levine      |                 | ●                      | ●                                     |
| Marcela Martin    | ●               |                        |                                       |
| Richard Sarnoff ★ | ●               |                        |                                       |
| Ted Schlein       | ●               |                        | ●                                     |
| John (Jed) York   |                 | ●                      | ●                                     |
| Melanie Whelan    |                 | ●                      |                                       |

★ Co-Chairperson of the Board   ● Committee Chair   ● Member

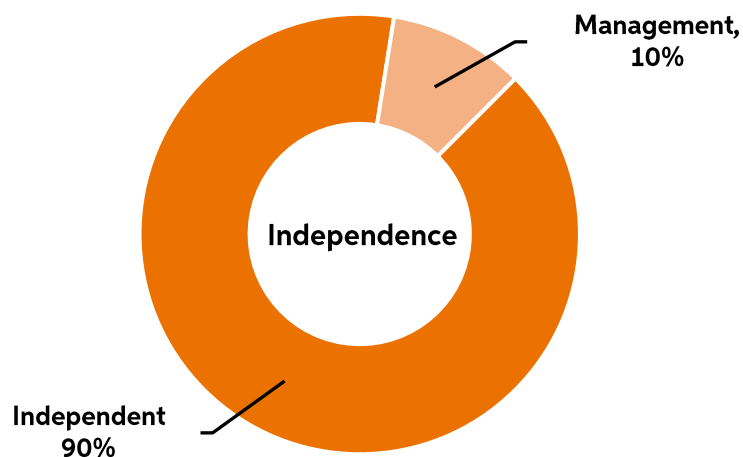


|                        | Board of Directors |      |      |      |      |
|------------------------|--------------------|------|------|------|------|
| Race/Ethnicity (U.S.)  | 2019               | 2020 | 2021 | 2022 | 2023 |
| Asian                  | 0%                 | 0%   | 0%   | 0%   | 0%   |
| African American/Black | 0%                 | 11%  | 10%  | 10%  | 10%  |
| Hispanic/Latinx        | 0%                 | 0%   | 10%  | 10%  | 10%  |
| White                  | 100%               | 89%  | 80%  | 80%  | 80%  |
| Two+/Other             | 0%                 | 0%   | 0%   | 0%   | 0%   |

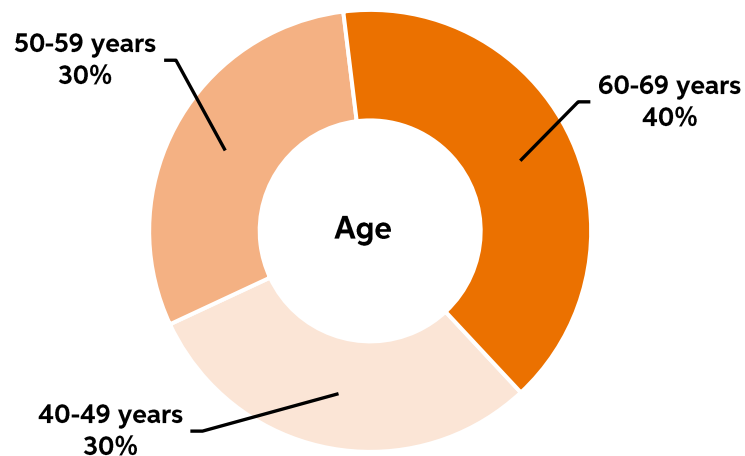
|                          | Board of Directors |      |      |      |      |
|--------------------------|--------------------|------|------|------|------|
| Gender                   | 2019               | 2020 | 2021 | 2022 | 2023 |
| Male                     | 63%                | 56%  | 50%  | 50%  | 50%  |
| Female                   | 38%                | 44%  | 50%  | 50%  | 50%  |
| Nonbinary or Undisclosed | 0%                 | 0%   | 0%   | 0%   | 0%   |

# Board of Directors: Independence, Age, Tenure 2023

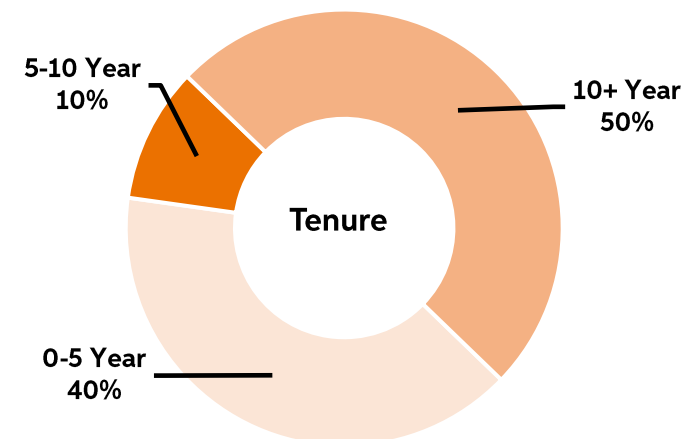
## Independence



## Age



## Tenure



\*Percentages may not add to 100% due to rounding

# Director Experience and Qualifications Summary Matrix, 2023

The 2023 matrix highlights several of the experiences, qualifications, attributes, and skills of our directors. While these characteristics are considered by the Board and the Governance and Sustainability Committee in connection with the director nomination process, the following matrix does not encompass all experience, qualifications, attributes, or skills of our directors.

[Please see full Experience and Qualifications Matrix for more details >>](#)

| Name            | Digital | International | Senior Executive | High-Growth at Scale | Public BoD | Risk Management | Finance & Accounting | Subscription or D2C | Cybersecurity | M&A | Education or Non-Profit | ESG |
|-----------------|---------|---------------|------------------|----------------------|------------|-----------------|----------------------|---------------------|---------------|-----|-------------------------|-----|
| Sarah Bond      | ■       | ■             | ■                | ■                    | ■          | ■               |                      | ■                   | ■             | ■   |                         | ■   |
| Renee Budig     | ■       | ■             | ■                | ■                    | ■          |                 | ■                    | ■                   |               | ■   |                         |     |
| Paul LeBlanc    | ■       | ■             | ■                |                      |            | ■               | ■                    | ■                   | ■             | ■   | ■                       | ■   |
| Marne Levine    | ■       | ■             | ■                | ■                    |            | ■               |                      | ■                   |               | ■   | ■                       | ■   |
| Marcela Martin  | ■       | ■             | ■                | ■                    | ■          | ■               | ■                    | ■                   |               | ■   |                         | ■   |
| Dan Rosensweig  | ■       | ■             | ■                | ■                    | ■          | ■               | ■                    | ■                   | ■             | ■   | ■                       | ■   |
| Richard Sarnoff | ■       | ■             | ■                | ■                    | ■          | ■               | ■                    | ■                   |               | ■   | ■                       |     |
| Ted Schlein     | ■       | ■             | ■                |                      | ■          |                 | ■                    | ■                   | ■             | ■   | ■                       | ■   |
| Melanie Whelan  | ■       | ■             | ■                |                      |            |                 |                      | ■                   |               | ■   | ■                       | ■   |
| John (Jed) York | ■       | ■             | ■                |                      |            | ■               | ■                    |                     |               | ■   |                         | ■   |

# ESG Disclosures



# ESG Disclosures

| Description                                   | 2023                                                                                                                                                                      | 2022            | 2021            | 2020            | 2019            | GRI <sup>1</sup> | SASB <sup>1</sup> | SDG <sup>2</sup> | Links                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|------------------|-------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| About Chegg                                   |                                                                                                                                                                           |                 |                 |                 |                 |                  |                   |                  |                                                                                                                                               |
| Organization details                          | About Chegg                                                                                                                                                               |                 |                 |                 |                 | 2-1              |                   |                  | <a href="#">About Chegg</a>                                                                                                                   |
| Chegg services subscribers                    | 7.7 million                                                                                                                                                               | 8.2 million     | 7.8 million     | 6.6 million     | 3.9 million     |                  | SV-ED-000A        |                  | <a href="#">2023 10-K</a><br><a href="#">2022 10-K</a><br><a href="#">2021 10-K</a><br><a href="#">2020 10-K</a><br><a href="#">2019 10-K</a> |
| Annual revenue                                | \$716.3 million                                                                                                                                                           | \$766.9 million | \$776.3 million | \$644.3 million | \$410.9 million | 2-1              |                   |                  | <a href="#">2023 10-K</a><br><a href="#">2022 10-K</a><br><a href="#">2021 10-K</a><br><a href="#">2020 10-K</a><br><a href="#">2019 10-K</a> |
| Countries served                              | 190                                                                                                                                                                       | 190             | --              | --              | --              | 2-1              |                   |                  |                                                                                                                                               |
| Reporting period, frequency and contact point | This report covers calendar year 2023. Chegg's reports on ESG topics on an annual cycle. For questions, please contact <a href="mailto:esg@chegg.com">esg@chegg.com</a> . |                 |                 |                 |                 | 2-3              |                   |                  |                                                                                                                                               |
| Membership associations                       | Chegg is a member of TechNet and TechUK.                                                                                                                                  |                 |                 |                 |                 | 2-28             |                   |                  | <a href="#">Trade Associations and Lobbying</a>                                                                                               |
| External Assurance                            | Chegg's greenhouse gas emissions data is externally verified by Apex using ISO 14064-3 standard.                                                                          |                 |                 |                 |                 | 2-5              |                   |                  | <a href="#">Apex Verification Letter</a><br><a href="#">About This Report</a>                                                                 |
| Material Topics                               | In late 2021, Chegg conducted a materiality assessment to inform our ongoing ESG strategy and material topics.                                                            |                 |                 |                 |                 | 3-1, 3-2         |                   |                  |                                                                                                                                               |

<sup>1</sup> GRI and SASB codes

<sup>2</sup> United Nations Sustainable Development Goals

| Description                                                        | 2023                                                                                                                                         | 2022    | 2021    | 2020    | 2019  | GRI <sup>1</sup> | SASB <sup>1</sup>             | SDG <sup>2</sup>                                                                                                                                                          | Links                                                                                                                                         |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|-------|------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Employee Data                                                      |                                                                                                                                              |         |         |         |       |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Number of Employees                                                | 1,979                                                                                                                                        | 2,071   | 1,736   | 1,941   | 1,401 | 2-7              |                               |                                                                                                                                                                           | <a href="#">2023 10-K</a><br><a href="#">2022 10-K</a><br><a href="#">2021 10-K</a><br><a href="#">2020 10-K</a><br><a href="#">2019 10-K</a> |
| Percentage of US Employees that are foreign nationals <sup>3</sup> | 10%                                                                                                                                          | 7%      | 7%      | 6%      | 7%    |                  | TC-SI-330a.1                  |                                                                                                                                                                           |                                                                                                                                               |
| Percentage of Employees located outside of U.S.                    | 58%                                                                                                                                          | 54%     | 49%     | 42%     | --    |                  | TC-IM-330a.1,<br>TC-SI-330a.1 |                                                                                                                                                                           |                                                                                                                                               |
| Total recordable incidents                                         | 0                                                                                                                                            | 1       | 1       | 0       | 1     | 403-9            |                               |                                                                                                                                                                           |                                                                                                                                               |
| Global Turnover <sup>4</sup>                                       | 20%                                                                                                                                          | 24%     | 26%     | 7%      | 24%   | 401-1            |                               |                                                                                                                                                                           | <a href="#">Employee Retention</a>                                                                                                            |
| Global Voluntary Turnover <sup>4</sup>                             | 13%                                                                                                                                          | 21%     | 20%     | 5%      | 21%   |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Global Involuntary Turnover <sup>4</sup>                           | 7%                                                                                                                                           | 3%      | 6%      | 2%      | 3%    |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Global Male Turnover <sup>4</sup>                                  | 18%                                                                                                                                          | 19%     | 25%     | 7%      | 25%   |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Global Female Turnover <sup>4</sup>                                | 22%                                                                                                                                          | 20%     | 26%     | 6%      | 22%   |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| ESPP                                                               | Open to all eligible employees that work 20 hours or more per week and 5 months out of the year.                                             |         |         |         |       |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Pay Equity                                                         | Chegg performs annual compensation analysis to mitigate pay disparities. When any disparities arise, we act as needed.                       |         |         |         |       |                  |                               |                                                                                                                                                                           | <a href="#">Pay Equity</a>                                                                                                                    |
| Employee Engagement & Culture                                      |                                                                                                                                              |         |         |         |       |                  |                               |                                                                                                                                                                           |                                                                                                                                               |
| Employee Resource Groups                                           | Self-directed groups that celebrate different cultural events, bring in outside speakers and experts, and provide a vital sense of community |         |         |         |       |                  |                               |   |                                                                                                                                               |
| Employee Training                                                  | Executive-level coaching is provided to all employees; annual training includes compliance, ethics, DE&I, insider trading, and security.     |         |         |         |       | 404-2            |                               |                                                                                                                                                                           | <a href="#">Professional Development</a>                                                                                                      |
| Training spend per Global Employee                                 | \$1,289                                                                                                                                      | \$1,252 | \$1,154 | \$1,002 | --    | 404-2            |                               |                                                                                                                                                                           |                                                                                                                                               |

<sup>1</sup>GRI and SASB codes  
<sup>2</sup>United Nations Sustainable Development Goals  
<sup>3</sup>Represents % of US employees on a visa  
<sup>4</sup>Gender turnover data does not include undeclared/nonbinary employees.

| Description                                       | 2023 | 2022 | 2021 | 2020 | 2019 | GRI <sup>1</sup> | SASB <sup>1</sup> | SDG <sup>2</sup>                                                                    | Links                                                            |
|---------------------------------------------------|------|------|------|------|------|------------------|-------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Employee Gender Diversity Data<sup>3</sup></b> |      |      |      |      |      |                  |                   |                                                                                     |                                                                  |
| Global - Female                                   | 43%  | 43%  | 43%  | 42%  | 39%  | 405-1            |                   |  | <a href="#">Diversity Snapshot</a><br><a href="#">EEO-1 Data</a> |
| Global - Male                                     | 56%  | 57%  | 57%  | 58%  | 60%  |                  |                   |                                                                                     |                                                                  |
| U.S. - Female                                     | 50%  | 50%  | 50%  | 50%  | 42%  |                  |                   |                                                                                     |                                                                  |
| U.S. Male                                         | 49%  | 49%  | 50%  | 50%  | 57%  |                  |                   |                                                                                     |                                                                  |
| Israel - Female                                   | 36%  | 31%  | 34%  | 34%  | 33%  |                  |                   |                                                                                     |                                                                  |
| Israel - Male                                     | 64%  | 69%  | 66%  | 66%  | 67%  |                  |                   |                                                                                     |                                                                  |
| India - Female                                    | 36%  | 36%  | 36%  | 37%  | 36%  |                  |                   |                                                                                     |                                                                  |
| India - Male                                      | 64%  | 64%  | 64%  | 63%  | 64%  |                  |                   |                                                                                     |                                                                  |
| UK - Female                                       | 52%  | --   | --   | --   | --   |                  |                   |                                                                                     |                                                                  |
| UK - Male                                         | 48%  | --   | --   | --   | --   |                  |                   |                                                                                     |                                                                  |
| Spain - Female                                    | 42%  | --   | --   | --   | --   |                  |                   |                                                                                     |                                                                  |
| Spain - Male                                      | 57%  | --   | --   | --   | --   |                  |                   |                                                                                     |                                                                  |
| Global Director & Above - Female                  | 36%  | 43%  | 40%  | 37%  | 36%  |                  |                   |                                                                                     |                                                                  |
| Global Director & Above - Male                    | 64%  | 57%  | 60%  | 63%  | 64%  |                  |                   |                                                                                     |                                                                  |
| Global Manager & Above - Female                   | 43%  | 44%  | 42%  | 37%  | 32%  |                  |                   |                                                                                     |                                                                  |
| Global Manager & Above - Male                     | 57%  | 56%  | 58%  | 63%  | 68%  |                  |                   |                                                                                     |                                                                  |
| U.S. Director & Above - Female                    | 40%  | 43%  | 42%  | 40%  | 39%  |                  |                   |                                                                                     |                                                                  |
| U.S. Director & Above - Male                      | 59%  | 57%  | 58%  | 60%  | 61%  |                  |                   |                                                                                     |                                                                  |
| U.S. Manager & Above - Female                     | 50%  | 44%  | 49%  | 44%  | 40%  |                  |                   |                                                                                     |                                                                  |
| U.S. Manager & Above - Male                       | 50%  | 56%  | 51%  | 56%  | 60%  |                  |                   |                                                                                     |                                                                  |
| Global Technical Staff - Female                   | 26%  | 25%  | 26%  | 26%  | 25%  |                  |                   |                                                                                     |                                                                  |
| Global Technical Staff - Male                     | 73%  | 75%  | 73%  | 73%  | 75%  |                  |                   |                                                                                     |                                                                  |

<sup>1</sup> GRI and SASB codes

<sup>2</sup> United Nations Sustainable Development Goals

<sup>3</sup> Data excludes part-time on-demand educators with no fixed schedules or hours. Manager & above data excludes Program Managers. May not add to 100% due to rounding and employees choosing not to disclose. Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

| Description                                                   | 2023 | 2022 | 2021 | 2020 | 2019 | GRI <sup>1</sup> | SASB <sup>1</sup> | SDG <sup>2</sup>                                                                    | Links                                                                |
|---------------------------------------------------------------|------|------|------|------|------|------------------|-------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Employee Ethnic Diversity Data - U.S. Only<sup>3</sup></b> |      |      |      |      |      |                  |                   |                                                                                     |                                                                      |
| AA/Black                                                      | 7%   | 8%   | 6%   | 6%   | 7%   | 405-1            |                   |  | <a href="#">Diversity Snapshot</a><br><br><a href="#">EEO-1 Data</a> |
| Asian                                                         | 35%  | 32%  | 36%  | 31%  | 33%  |                  |                   |                                                                                     |                                                                      |
| Hispanic/Latinx                                               | 8%   | 8%   | 6%   | 6%   | 5%   |                  |                   |                                                                                     |                                                                      |
| Two+/Other                                                    | 8%   | 8%   | 7%   | 8%   | 8%   |                  |                   |                                                                                     |                                                                      |
| White                                                         | 42%  | 44%  | 45%  | 49%  | 47%  |                  |                   |                                                                                     |                                                                      |
| Director & Above - AA/Black                                   | 6%   | 7%   | 3%   | 2%   | 0%   |                  |                   |                                                                                     |                                                                      |
| Director & Above - Asian                                      | 29%  | 32%  | 30%  | 31%  | 32%  |                  |                   |                                                                                     |                                                                      |
| Director & Above - Latinx                                     | 7%   | 1%   | 5%   | 2%   | 2%   |                  |                   |                                                                                     |                                                                      |
| Director & Above - Two+/Other                                 | 5%   | 4%   | 2%   | 1%   | 0%   |                  |                   |                                                                                     |                                                                      |
| Director & Above - White                                      | 53%  | 56%  | 60%  | 64%  | 66%  |                  |                   |                                                                                     |                                                                      |
| Manager & Above - AA/Black                                    | 5%   | 6%   | 3%   | 3%   | 1%   |                  |                   |                                                                                     |                                                                      |
| Manager & Above - Asian                                       | 38%  | 38%  | 36%  | 34%  | 37%  |                  |                   |                                                                                     |                                                                      |
| Manager & Above - Latinx                                      | 5%   | 7%   | 6%   | 5%   | 6%   |                  |                   |                                                                                     |                                                                      |
| Manager & Above - Two+/Other                                  | 5%   | 4%   | 6%   | 2%   | 0%   |                  |                   |                                                                                     |                                                                      |
| Manager & Above - White                                       | 47%  | 45%  | 49%  | 56%  | 56%  |                  |                   |                                                                                     |                                                                      |
| Technical Staff - AA/Black                                    | 4%   | 4%   | 3%   | 3%   | 3%   |                  |                   |                                                                                     |                                                                      |
| Technical Staff - Asian                                       | 51%  | 46%  | 48%  | 47%  | 51%  |                  |                   |                                                                                     |                                                                      |
| Technical Staff - Latinx                                      | 6%   | 6%   | 5%   | 5%   | 4%   |                  |                   |                                                                                     |                                                                      |
| Technical Staff - Two+/Other                                  | 7%   | 6%   | 6%   | 7%   | 4%   |                  |                   |                                                                                     |                                                                      |
| Technical Staff - White                                       | 32%  | 38%  | 38%  | 38%  | 38%  |                  |                   |                                                                                     |                                                                      |

<sup>1</sup> GRI and SASB codes

<sup>2</sup> United Nations Sustainable Development Goals

<sup>3</sup> Data excludes part-time on-demand educators with no fixed schedules or hours. Manager & above data excludes Program Managers. May not add to 100% due to rounding and employees choosing not to disclose. Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

| Description                                          | 2023                                                                                                                                                                               | 2022                                    | 2021                                    | 2020                                   | 2019                                   | GRI <sup>1</sup>            | SASB <sup>1</sup>                        | SDG <sup>2</sup> | Links                                                                                                                                                 |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------|----------------------------------------|----------------------------------------|-----------------------------|------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cybersecurity & Data Privacy                         |                                                                                                                                                                                    |                                         |                                         |                                        |                                        |                             |                                          |                  |                                                                                                                                                       |
| Cybersecurity, Testing & Auditing, Employee Training | We are focused on building security into all aspects of the software development lifecycle and relevant technical processes.                                                       |                                         |                                         |                                        |                                        |                             | SV-ED-230a.1, TC-IM-230a.2, TC-SI-230a.2 |                  | <a href="#">Data Security</a>                                                                                                                         |
| Data Privacy                                         | Chegg's Privacy Policy is meant to help users understand what information we collect, why we collect it, and the choices they have.                                                |                                         |                                         |                                        |                                        |                             | SV-ED-230a.2, TC-SI-220a.1               |                  | <a href="#">Privacy Policy</a>                                                                                                                        |
| Critical Incidents                                   | 0                                                                                                                                                                                  | 0                                       | 0                                       | 1                                      | 1                                      | 418-1                       | SV-ED-230a.3, TC-IM-230a.1, TC-SI-230a.1 |                  | <a href="#">Incident Response</a>                                                                                                                     |
| Political Contributions <sup>3</sup>                 | \$0                                                                                                                                                                                | \$0                                     | \$0                                     | \$0                                    | \$0                                    | 415-1                       |                                          |                  | <a href="#">Political Contributions</a>                                                                                                               |
| Responsible Marketing                                | We work to ensure that our marketing is honest, accurate and in line with our values.                                                                                              |                                         |                                         |                                        |                                        | 417-1                       |                                          |                  | <a href="#">Responsible Marketing</a>                                                                                                                 |
| Advertising Guidelines                               | We believe it is very important to ensure that our ad setup is brand safe for our audiences.                                                                                       |                                         |                                         |                                        |                                        | 417-2                       | TC-SI-220a.1                             |                  | <a href="#">Advertising on Chegg</a>                                                                                                                  |
| Business Ethics                                      |                                                                                                                                                                                    |                                         |                                         |                                        |                                        |                             |                                          |                  |                                                                                                                                                       |
| Approach to upholding business ethics                | Our Code of Business Conduct and Ethics applies to our Board of Directors, all Chegg employees and contractors, and our vendors. Mechanisms for reporting violations are provided. |                                         |                                         |                                        |                                        | 2-26, 3-3                   |                                          |                  | <a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Supplier Code of Conduct</a><br><a href="#">Whistleblower and Complaint Policy</a> |
| Risk and compliance management                       | Chegg's responsible business practices and management of risk & compliance are outlined in our annual proxy and 10K.                                                               |                                         |                                         |                                        |                                        | 3-3, 2-12                   | TC-SI-550a.2                             |                  | <a href="#">2023 Proxy</a><br><a href="#">2023 10-K</a>                                                                                               |
| Governance structure and approach                    | Our corporate governance structure, nomination and selection processes, and ESG oversight is outlined in our annual proxy.                                                         |                                         |                                         |                                        |                                        | 2-9, 2-10, 2-11, 2-14, 2-18 |                                          |                  | <a href="#">2023 Proxy</a><br><a href="#">Govern Effectively</a>                                                                                      |
| Total Board Members                                  | 10                                                                                                                                                                                 | 10                                      | 10                                      | 9                                      | 8                                      | 2-9                         |                                          |                  | <a href="#">Board of Directors</a>                                                                                                                    |
| Percentage of Board Members that are Independent     | 90%                                                                                                                                                                                | 90%                                     | 90%                                     | 89%                                    | 88%                                    | 2-9                         |                                          |                  | <a href="#">2023 Proxy</a>                                                                                                                            |
| Average Board Age                                    | 56                                                                                                                                                                                 | 55                                      | 54                                      | 53                                     | 53                                     | 2-9                         |                                          |                  | <a href="#">2023 Proxy</a>                                                                                                                            |
| Average Board Member Tenure                          | 8 years                                                                                                                                                                            | 7 years                                 | 6 years                                 | 6 years                                | 6 years                                | 2-9                         |                                          |                  | <a href="#">2023 Proxy</a>                                                                                                                            |
| Board Gender Diversity                               | 50% Female<br>50% Male                                                                                                                                                             | 50% Female<br>50% Male                  | 50% Female<br>50% Male                  | 44% Female<br>56% Male                 | 38% Female<br>63% Male                 | 2-9, 405-1                  |                                          |                  | <a href="#">Diversity Snapshot</a>                                                                                                                    |
| Board Ethnic Diversity                               | 10% Latinx<br>10% AA/Black<br>80% White                                                                                                                                            | 10% Latinx<br>10% AA/Black<br>80% White | 10% Latinx<br>10% AA/Black<br>80% White | 0% Latinx<br>11% AA/Black<br>89% Black | 0% Latinx<br>0% AA/Black<br>100% White | 2-9                         |                                          |                  | <a href="#">Diversity Snapshot</a>                                                                                                                    |

<sup>1</sup> GRI and SASB codes

<sup>2</sup> United Nations Sustainable Development Goals

<sup>3</sup> Chegg has not made any political contributions in each of the last five years (2019-2023) though we do contribute to a variety of non-profits, some of which may have advocacy objectives that align with the needs of the student audiences they reach. Chegg commits to continue to disclose political contributions.

| Description                                    | 2023                                                                                                                                                                                                                                                                                   | 2022      | 2021     | 2020     | 2019   | GRI <sup>1</sup>           | SASB <sup>1</sup> | SDG <sup>2</sup>                                                                    | Links                                     |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|----------|--------|----------------------------|-------------------|-------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Climate Change</b>                          |                                                                                                                                                                                                                                                                                        |           |          |          |        |                            |                   |                                                                                     |                                           |
| GHG - Scope 1 (MtCO <sub>2</sub> e)            | 262                                                                                                                                                                                                                                                                                    | 375       | 255      | 190      | --     | 305-1                      |                   |                                                                                     | <a href="#">Apex verification letter</a>  |
| GHG - Scope 2 (MtCO <sub>2</sub> e)            | 831                                                                                                                                                                                                                                                                                    | 705       | 365      | 521      | --     | 305-2                      |                   |                                                                                     |                                           |
| Total Energy Consumed Scope 1 & 2 (gigajoules) | 11,458 GJ                                                                                                                                                                                                                                                                              | 13,162 GJ | 8,355 GJ | 8,599 GJ | --     | TC-IM-130a.1, TC-SI-130a.1 |                   |                                                                                     |                                           |
| GHG - Scope 3 (MtCO <sub>2</sub> e)            | 28,180                                                                                                                                                                                                                                                                                 | 26,996    | --       | --       | --     | 305-3                      |                   |                                                                                     |                                           |
| Total Energy Consumed (MtCO <sub>2</sub> e)    | 29,273                                                                                                                                                                                                                                                                                 | 28,074    | 621      | 710      | --     |                            |                   |                                                                                     |                                           |
| <b>Community Engagement</b>                    |                                                                                                                                                                                                                                                                                        |           |          |          |        |                            |                   |                                                                                     |                                           |
| Total corporate charitable contributions       | \$0.6M                                                                                                                                                                                                                                                                                 | \$0.9M    | \$1.5M   | \$1.2M   | \$0.6M | 201-1                      |                   |  | <a href="#">Community Partnerships</a>    |
| Empowering Employee Impact                     | Chegg offers eligible employees paid Volunteer Time Off and hosts a Global Volunteer Day for employees.                                                                                                                                                                                |           |          |          |        | 3-3                        |                   |                                                                                     | <a href="#">Volunteer Impact Benefits</a> |
| Research & Advocacy                            | Chegg.org seeks to address the issues facing the modern learner.                                                                                                                                                                                                                       |           |          |          |        |                            |                   |                                                                                     | <a href="#">Research &amp; Advocacy</a>   |
| Accessibility                                  | We strive to make our websites, tools and technology designed so that learners, including those with disabilities can use them. We are committed to aligning with the International Edition of the Accessibility Conformance Report (VPAT) and applicable web accessibility standards. |           |          |          |        |                            |                   |                                                                                     | <a href="#">Help Learners</a>             |

<sup>1</sup> GRI and SASB codes

<sup>2</sup> United Nations Sustainable Development Goals

| Description                                                     | GRI      | SASB                           | SDG |
|-----------------------------------------------------------------|----------|--------------------------------|-----|
| <b>Policies</b>                                                 |          |                                |     |
| <a href="#">Code of Business Conduct and Ethics</a>             | 205-2    |                                |     |
| <a href="#">Freedom of Association</a>                          |          |                                |     |
| <a href="#">Corporate Governance Guidelines</a>                 |          |                                |     |
| <a href="#">Supplier Code of Conduct</a>                        |          |                                |     |
| <a href="#">Culture, Belonging &amp; Inclusion Policy</a>       |          |                                |     |
| <a href="#">Human &amp; Children's Rights Policy</a>            |          |                                |     |
| <a href="#">Privacy Policy</a>                                  |          | TC-SI-220a.1,<br>TC-IM-2202a.1 |     |
| <a href="#">Anti-Discrimination</a>                             |          |                                |     |
| <a href="#">Whistleblower Policy</a>                            |          |                                |     |
| <a href="#">Audit Committee Charter</a>                         |          |                                |     |
| <a href="#">Compensation Committee Charter</a>                  |          |                                |     |
| <a href="#">Governance and Sustainability Committee Charter</a> |          |                                |     |
| <a href="#">Honor Code</a>                                      |          |                                |     |
| <a href="#">Materiality Assessment</a>                          | 3-1, 3-2 |                                |     |
| <a href="#">Transparency in Supply Chain Statement</a>          |          |                                |     |