


wayfair

# Bringing Impact Home

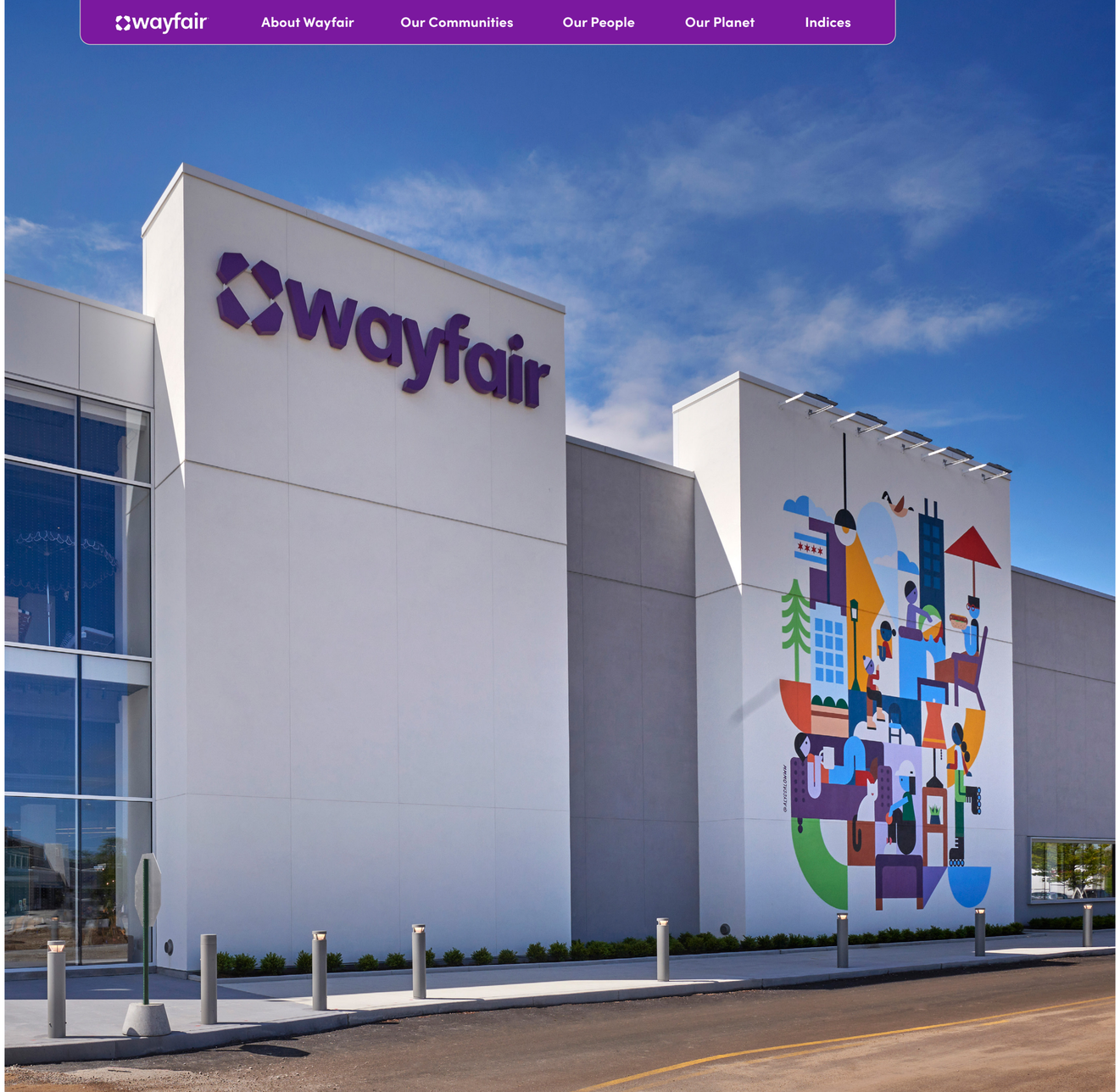
## 2023 Corporate Responsibility Report

# About This Report

## Environmental, Social, Governance Reporting & Disclosure

Thank you for your interest in Wayfair's third annual Corporate Responsibility (CR) Report. In this report, we illustrate how we leverage our business model and platform to support our communities and our people and reduce our environmental impact. We strive for transparency in our disclosures and reference the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) frameworks.

View our **GRI Index** and **SASB Index**.




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# A Message from Our Chief Financial Officer & Chief Administrative Officer

We are proud to share our efforts over the last year to support our communities and our people, and to reduce our environmental impact. Looking back at 2023, we centered our focus on solidifying our position as the trusted destination for all things home, strengthening our relationships with our customers and suppliers, and continuing our profitability journey. These efforts required a number of difficult decisions and necessary steps, but we never lost sight of our commitment to our corporate responsibility and sustainability goals—something I take pride in as Wayfair's Chief Financial Officer.

For the second year, this report references the SASB and GRI frameworks, in alignment with our company values of being data-driven and transparent. As you dive into the report, I want to call out a few highlights from 2023:

- We established the Wayfair Neighborhood Fund, which directs grants to organizations supporting those experiencing homelessness. We believe everyone deserves a place to call home, and this is one more way we can make progress toward that goal.
- We launched Celebrate Black Makers to support Black-owned businesses on our platform and make their products easy for customers to identify and support.
- We continued working to reduce our carbon emissions and joined one of the largest virtual power purchasing agreements. Under this agreement, Wayfair will offtake 15 MW of power, which represents 66.5% of our electricity consumption in North America in 2023.
- We continued implementing recycling initiatives in our global facilities and established a new zero waste goal to divert 90%+ of waste produced by Wayfair globally by 2030.
- We doubled the number of certified items featured in our Shop Sustainably program to help customers easily find items that are better for them and for the planet.
- We issued grants from the Wayfair Emergency Relief Fund and supported 150 employees during their time of need.

Looking forward, there's much more we can do to further embed corporate responsibility efforts within our operations and to foster data-driven decision-making that supports our people, planet, and communities. While we are proud of what we've done to this point, we remain committed to what's ahead.

Thank you for your interest in Wayfair.



**Kate Gulliver** (she/her)
**Chief Financial Officer &**
**Chief Administrative Officer**

# About Wayfair



## Our Business & Brands

Wayfair empowers our customers to create spaces that reflect who they are—no matter their style, space, or budget. Our wide selection of items, paired with dedicated customer service, a suite of home services, and fast, seamless delivery, makes Wayfair the destination for all things home.

### Wayfair's family of brands includes:

**wayfair**
Every style. Every home.

**JOSS & MAIN**
The ultimate style edit for home.

**wayfair PROFESSIONAL**
A one-stop Pro shop.

**BIRCH LN**
Classic style for joyful living.

**PERIGOLD**
The destination for luxury home.

**ALLMODERN**
Modern made simple.

# Corporate Responsibility Strategy & Governance

We engage Wayfairians across the company in our approach to corporate responsibility and continue to identify areas where we can improve.

## We organize our CR efforts into three areas:



### Our Communities

We believe everyone deserves a place to call home, which is why we focus our social impact efforts on supporting people experiencing homelessness.



### Our People

We want our employees to feel supported and have a sense of belonging.



### Our Planet

We care about supporting and driving solutions that build an environmentally sustainable future for all.

**15,864**

**Our donation supported Community Solutions' Built for Zero movement, which housed 15,864 people in 2023.**

**150**

**Provided 150 grants to employees through the Wayfair Emergency Relief Fund.**

**33,000+**

**Doubled the number of third-party certified products included in our Shop Sustainably program to 33,000+.**



# Corporate Responsibility Governance Structure

### Nominating & Corporate Governance Committee

The Board of Directors, through its Nominating and Corporate Governance Committee, periodically reviews Wayfair's environmental, social, and governance (ESG) strategy, initiatives, and policies.

### Executive Impact Council & Impact Committees

The Executive Impact Council (EIC) consists of senior leaders from across the company and oversees and advises our ESG efforts. The EIC harnesses the full bandwidth of the company to review initiatives and critical milestones and align on priorities to move Wayfair forward on ESG matters.

Our Impact Committees consist of cross-functional leaders and are designed to bring our ESG agenda to life. These groups are responsible for developing strategy, setting goals, driving execution, and tracking progress on priority issues across the business, including social impact, operations, and our products.

### Audit Committee

The Audit Committee of our Board of Directors, which is responsible for risk assessment and enterprise risk management, also monitors and evaluates ESG-related risk.

### Sustainability, Social Impact, Diversity, Equity & Inclusion, and Supplier Diversity Teams

These teams lead our day-to-day work to foster a welcoming and inclusive Wayfair. They develop strategies and tools for business teams, drive innovation and best practices, and help manage risk.

### Enterprise Risk Management Team

The Enterprise Risk Management team anticipates risks that could disrupt our business. This team reviews documentation from each of our business units and synthesizes its findings in reports presented to management and the Audit Committee of the Board of Directors. This work also informs the Risk Factors in our 10-K and other Securities and Exchange Commission filings and serves as a complement to other teams across the business that are focused on mitigating risk.

# Cybersecurity & Customer Privacy

As an e-commerce company, maintaining strong cybersecurity and protecting our customers' privacy is essential. Our privacy and cybersecurity teams work cross-functionally to ensure our customers have a safe and user-friendly online shopping experience with us. Our approach is underpinned by our **Privacy Policy**—which was refreshed and streamlined in 2023 as a global policy—as well as several other internal security policies.

Our data protection and cybersecurity efforts follow industry best practices, and we comply with international data protection and privacy laws and regulations. We are also investing in privacy tools and technology, including tools to help us increase visibility and efficiency in data identification and management across our systems.

Additional details about our corporate governance, including our charters, policies, and other governance documents, can be found on our **Investor Relations webpage.**



# Our Communities

## SUPPORTING HOUSING & A SENSE OF HOME FOR ALL



# Our Social Impact Strategy

We believe everyone deserves a place to call home. We focus our social impact efforts on partnerships with nonprofits that work to solve homelessness and provide safe, high-quality housing to unhoused populations, as well as those needing assistance after a natural or human-caused disaster.



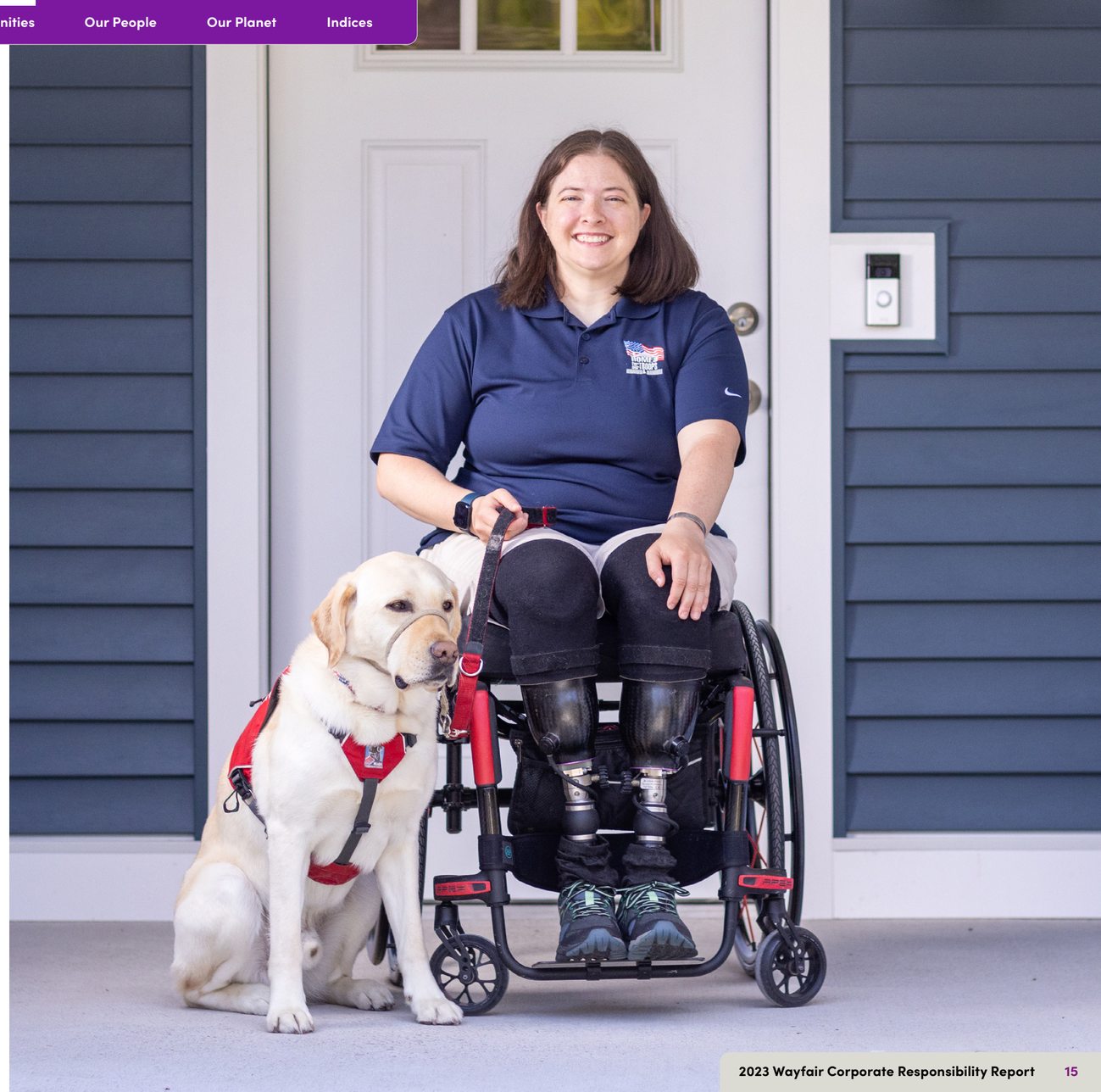

# Turning Houses into Homes

## In-Kind & Product Donations

We leverage our core business offering to support our communities by providing in-kind product donations. For example, in 2023 we donated returned products to be sold in numerous **Habitat for Humanity** ReStores, including in Cincinnati, OH, and Jacksonville, FL. Each ReStore uses the funds from sold products to directly support its affiliate programming, such as financial support for affordable housing. Since 2012, we have contributed more than $11 million to Habitat for Humanity in the U.S.

## Homes For Our Troops

Since 2018, Wayfair has partnered with **Homes For Our Troops**, a Massachusetts nonprofit that builds and donates specially adapted custom homes nationwide for severely injured, post-9/11 Veterans. We support their mission to help Veterans rebuild their lives by donating adaptive home furnishings, enabling consumer donations through our donate-at-checkout program, and engaging our employees in volunteerism with Homes For Our Troops. To date, we have contributed over $1.5 million to the organization through our donate-at-checkout program and in-kind donations. In 2023, we helped furnish and decorate a new home for **Chief Warrant Officer 2 Rebecca Mann**.



# Supporting the Neighborhoods Where We Live & Work

## Wayfair Neighborhood Fund

In 2023, we launched the **Wayfair Neighborhood Fund**,[1] and Wayfair made an initial donation of $1 million. Through the fund, we direct grants to organizations that are supporting people on their journey to home.

The first grantee of the Fund was **Community Solutions**, a nonprofit organization that aims to solve homelessness through their data-driven methodology. The grant supported Community Solutions' **Built for Zero** movement, which brings together over 100 communities to solve homelessness measurably and equitably. These communities leverage data to enhance the effectiveness of local homelessness response systems. Through the initiative, communities across the U.S. have achieved a measurable reduction in homelessness, with over 171,000 people housed by Built for Zero communities since 2015.



### Disaster Relief with Team Rubicon

Since 2022, Wayfair has partnered with **Team Rubicon**, a Veteran-led humanitarian organization that serves global communities before, during, and after disasters and crises. In 2023, we contributed to Team Rubicon's Ready Reserve Fund, which assisted more than 28,000 impacted individuals globally.

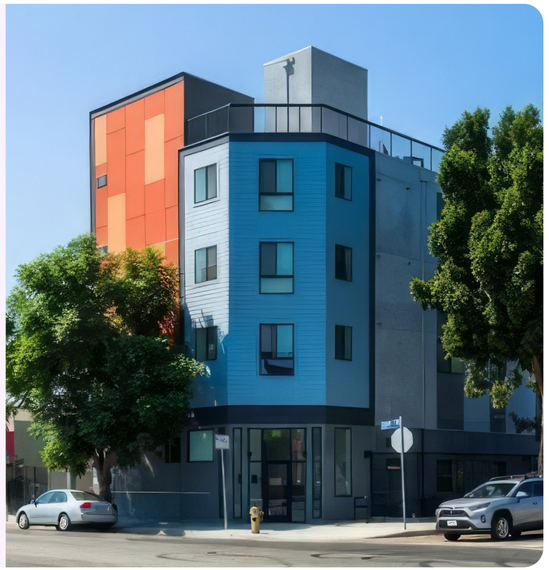
[1] The Wayfair Neighborhood Fund is a donor-advised fund sponsored by a national donor-advised fund program.

## Advancing Racial Equity

We continue to progress toward our **$30 million commitment** in community impact investing, including a $20 million investment in the **Black Economic Development Fund** (BEDF). The BEDF, launched and managed by the **Local Initiatives Support Corporation** (LISC), invests in Black-led financial institutions, anchor institutions, businesses, and affordable housing organizations to expand economic opportunity for Black communities. By the end of 2023, LISC Strategic Investments had $843 million in total capital managed, while BEDF had made 43 investments and developed over 8,200 housing units, with support from investments from Wayfair and others.

### 6401 Avalon Boulevard Project

6401 Avalon Boulevard is a new construction, 28-unit apartment building in the Florence neighborhood of Los Angeles, CA—an area with a 99% minority population and an average income equal to 59.5% of the median metropolitan income. With a $5 million loan from BEDF, the project sponsor, a Black-owned and -led real estate investment and development company, was able to partner with the **Homeless Outreach Program Integrated Care System** and the **Los Angeles Homeless Services Authority** to house individuals experiencing homelessness.



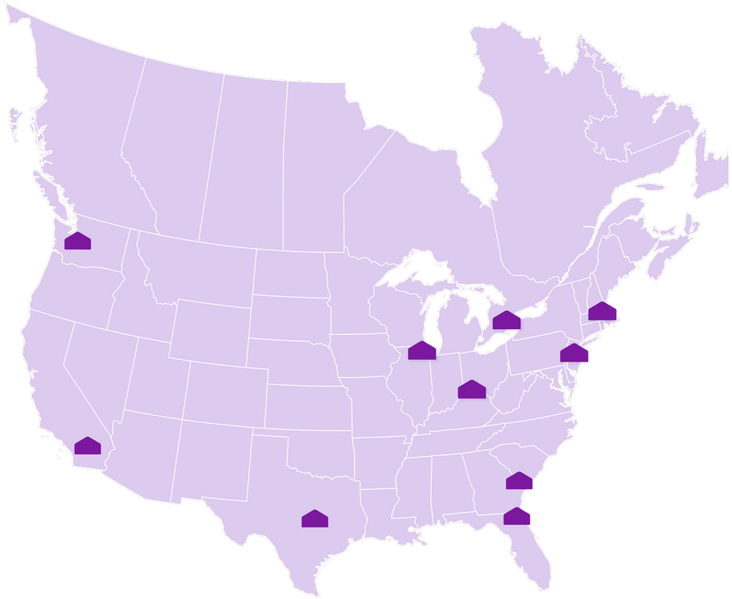
# Involving Our People

## Habitat for Humanity International Builds

For over a decade, Wayfair has partnered with **Habitat for Humanity International**, a nonprofit organization focused on providing affordable housing globally. In 2023, more than 270 Wayfairians contributed 1,800+ hours to 25 Habitat for Humanity builds in the U.S.

### Wayfair-Supported Habitat Build Locations

- Boston, MA
- Port Wentworth, GA
- Austin, TX
- Toronto, Canada
- Chicago, IL
- Cincinnati, OH
- Perris, CA
- Jacksonville, FL
- Kent, WA
- Cranbury, NJ



## Providing Homes for Boston-Area Families

In 2022, Habitat for Humanity Greater Boston broke ground on a project in Malden, MA, to provide homes for five families in need. Wayfair employees were the first volunteer group to assist with this project! Over the course of 2023, 170 Wayfairians volunteered over 17 days of construction assistance to the Malden project. All five homes are expected to be completed in fall 2024. Here are highlights about some of the families who will be moving into the homes:




### Getachew and Tsega

are eager to learn everything that goes into building and maintaining a home and are excited for the opportunities and responsibilities of homeownership. They're also looking forward to having their own space for watching movies as a family and for their two boys to draw, ride their bikes outside, and play with friends in the neighborhood.



### Larbi, Fatima, and their three children

have long hoped to buy a home of their own but could not find an affordable option. They are excited to finally have a permanent home and the convenience of living in an area they love without having to worry about future rent hikes. "Being a homeowner means stability and ownership for my family—a place my family can call home for generations," Larbi said.



### James and Maya

can't wait to bake goodies in their new kitchen and take long walks in the neighborhood with their daughter. "We will accomplish something that was unattainable for our family," James said. James completed the family's 300-hour sweat equity requirement in just 9 months—the fastest of any partner family in Habitat Greater Boston history! Read more in a recent **blog post** about his achievement.



# Skills-Based Volunteer Day with Bridge Over Troubled Waters

In 2023, 42 Wayfairians collaborated with **Bridge Over Troubled Waters**, a Boston organization focused on providing services to homeless, runaway, and at-risk youth, to brainstorm strategies for the organization's annual youth awareness campaign. The goal was to raise awareness of the organization and generate traffic to their Impact page, which describes their work supporting youth through education and career services, mental health counseling, and transitional living programs. By implementing suggestions from Wayfair volunteers, the Bridge Over Troubled Waters Impact page reached over 8,700 views in the two-month period after its launch, and its advertisements gained over 597,000 impressions. Read more about the event on our **website**.

# Holiday Hygiene Kits

In December 2023, we again partnered with **Hope & Comfort**, a Massachusetts nonprofit organization aiming to provide individuals in need with essential hygiene products. We welcomed the organization to our Boston headquarters to guide us in building hygiene kits. Approximately 100 Wayfairians assembled nearly 1,500 kits with hygiene essentials to be distributed to youth and families across Massachusetts.




# Volunteering with Generus

In 2023, over 670 Wayfair employees volunteered with our partner **Generus**—a Boston-based, woman-owned volunteering company—virtually, hybrid, and in person, logging more than 790 hours to support the organization's many causes. This year, we expanded our Generus volunteerism offering to create "on-demand" events with shorter durations that could be better utilized by employees in our supply chain locations.

# Employee Programs

## Employee Matching Program

Through Wayfair's Employee Match Program,[2] Wayfair matches a portion of employees' personal donations to eligible nonprofits of their choice, up to $500 per employee per calendar year. In 2023, more than 490 employees donated to over 370 nonprofits through the program, supporting hospitals, cancer research, international relief, youth development programs, and more.

[2] Wayfair's Employee Match Program is funded by a donor-advised fund at a national sponsoring organization.

## Paid Day of Service

We support our employees in giving back to causes they care about by providing a Paid Day of Service. Full-time employees receive eight hours of volunteer time per calendar year, and part-time employees receive four hours annually. In 2023, 892 employees contributed 4,911 hours by taking their Paid Day of Service to support causes such as Habitat for Humanity build days, assembling school bags for kids, working election polls, beach cleanups, or volunteering at their children's school. This amounts to approximately $164,000 in value, according to the latest estimate of the value of a volunteer hour from **Independent Sector** ($33.49 per hour).

## Election Time Off

We provide employees time off each year to vote. Full-time employees receive four hours of time off and part-time employees receive two hours of time off annually. We also enable employees who volunteer to work election polls to take a Paid Day of Service.

## Wayfair Emergency Relief Fund

The Wayfair Emergency Relief Fund provides eligible[3] employees with financial assistance following disasters or personal hardship. The fund is supported by donations from our co-founders, executive team, the company, and employees. We partner with the **Emergency Assistance Foundation**, a nonprofit organization that oversees our relief fund, to ensure confidentiality and equitability.

In 2023, 150 employees received approximately $200,000 in grants to help them during times of need. We also held our first fundraising campaign for the relief fund in December 2023, which helped garner donations from employees and drive additional awareness to the fund.



"An immediate family member was diagnosed with cancer. We had so many medical bills that we didn't know how to get caught up and our savings and HSA accounts quickly depleted. The Wayfair Emergency Relief Fund paid all the medical bills we had set up on payment plans, including newly received statements."

**—Wayfair Operations team member**

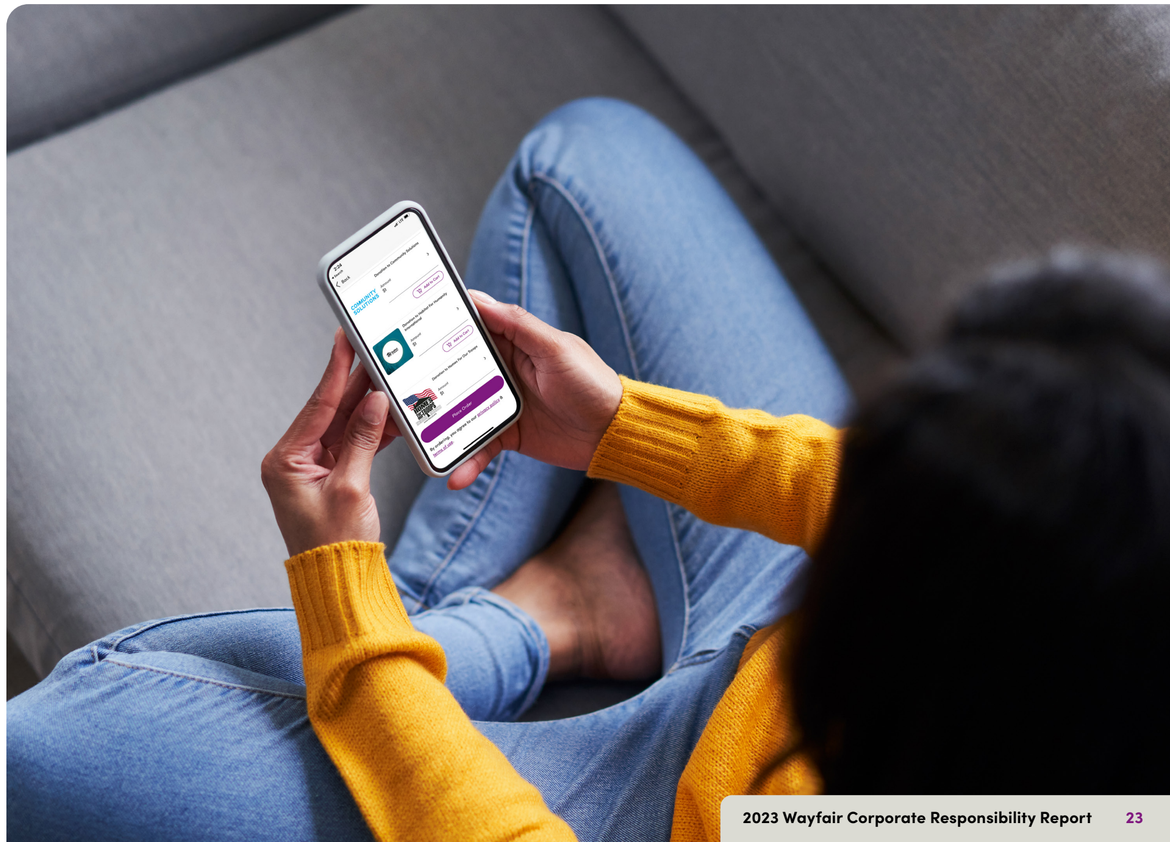
"Hurricane Idalia caused some extensive damage to my home. While insurance did cover a large portion, the high deductible created an unexpected hardship. The Wayfair Emergency Relief Fund was able to help me bridge the gap between my damage and the deductible."

**—Wayfair Operations team member**

[3] Eligible employees must be employed by Wayfair LLC or its affiliates on the date of the application; must be a full or part-time employee or on approved medical leave or leave of absence. NOTE: Seasonal employees are not eligible.

# Involving Our Consumers

Our online donate-at-checkout program enables customers to give back to their communities by contributing to nonprofit partners at the time of purchase. Customers can choose to donate to nonprofit partners such as Habitat for Humanity, Homes For Our Troops, Community Solutions, and Team Rubicon. In 2023, customers donated over $688,000 to nonprofit partners at checkout.



# Our People

## A SENSE OF BELONGING




# Guiding Talent Principles

Our Talent organization's mission is to accelerate Wayfair's success by enabling our people to deliver their best work every day. Wayfair's **People Principles** define how we operate as individual Wayfairians, as teams, and as a company.

- Relentless Customer Focus
- Deliver Results with Agility
- Use Good Judgement
- Build the Best Team
- Collaborate Effectively
- Respect Others
- Be an Owner
- Innovate & Improve
- Adapt & Grow




# Diversity, Equity, & Inclusion

Wayfair seeks to create a culture of belonging for our employees through our commitment to diversity, equity, and inclusion (DEI). Our Global Head of DEI reports to our Chief People Officer. Our DEI team fosters an inclusive and engaged global community by developing our DEI strategy and leading daily efforts.

## Wayfair's DEI efforts are focused on three strategic pillars:

### Leadership Commitment & Collaboration

We engage our executive leadership team to align on strategic direction, ensure adequate and consistent support, and implement accountability measures.

### Education & Awareness

We partner across teams to create programs and share materials that help Wayfairians establish inclusive baseline behaviors, deepen their understanding of DEI, and engage in proactive discussions regarding DEI.

### Building Infrastructure

We build and advocate for systems, processes, and policies that support and enhance a culture of inclusion and recognition. We look and invest beyond Wayfair to bolster community organizations and partners that help create a more equitable society.

## Employee Resource & Affinity Groups

Employee Resource Groups (ERGs) and Affinity Groups (AGs) help approximately 4,000 Wayfairians connect and celebrate their shared cultures and experiences. Our employees created our ERGs to build community and allyship and foster meaningful dialogue and collaboration. The groups also offer professional development opportunities and provide insights to leadership on business decisions affecting demographic groups.

Each ERG partners with an executive sponsor. This structure facilitates allyship and accountability as each leader supports and works to understand the experience of a Wayfair community. Starting in 2023, we also began hosting ERG Leadership Summits, bringing together the chairs and co-chairs of Wayfair's global ERGs for brainstorming sessions focused on cross-functional collaboration and planning. Read more about our ERGs on our **Diversity, Equity, & Inclusion** webpage.



ACCESSIBILITY@WORK
IMMIGRANTS@WAYFAIR
LATINX
WAY40+
WAYOUT
SOBRIETY NETWORK
MILITARY COMMUNITY
MUSLIMS@WAYFAIR
SHALOM@WAYFAIR
WAYNATIVE
WOMEN@WORK
NEW
FAITH & FELLOWSHIP
TRANS@WAYFAIR
WAYBLACK
WAYCAREGIVERS
ASIAN COMMUNITY
GD
GENDER DIVERSITY IN TECH

# Who Makes Up Our Community?*

## Global



Man 51.7% Non-Binary 0.7% Woman 47.6%



Asian 13.3% Black 19.8% Latinx 8.6%
Other 7% White 51.3%



<30 years of age 28% 30-50 years of age 61.3%
50+ years of age 10.7%

## U.S.



Man 51.2% Non-Binary 0.7% Woman 48.1%



Asian 12.1% Black 21.3% Latinx 9.3%
Other 6.3% White 50.9%

## Tech



Man 74.6% Non-Binary 0.9% Woman 24.4%



Asian 42.8% Black 2.6% Latinx 3.5%
Other 7.2% White 44%

## People Managers



Man 54.4% Non-Binary 0.4% Woman 45.2%



Asian 13.7% Black 7.2% Latinx 6.1%
Other 5% White 68%

## Front Line



Man 47.2% Non-Binary 0.9% Woman 51.9%



Asian 1.9% Black 37% Latinx 12.9%
Other 8% White 40.3%

## Corporate



Man 56% Non-Binary 0.7% Woman 43.3%



Asian 30.1% Black 2.7% Latinx 3.3%
Other 6% White 57.9%

## Leadership (Associate Director+)



Man 61.5% Non-Binary 0.2% Woman 38.3%



Asian 19.1% Black 2.5% Latinx 2.5%
Other 4% White 71.8%

## Board of Directors



Man 75% Woman 25%



Asian 37.5% Black 12.5% White 50%

* Percentages are derived entirely from self-reported data and do not reflect demographic information for individuals who have declined to self-identify. Full-time, permanent employees only; excludes interns, coops, contractors, etc. Please note that due to rounding, the sum of the results presented may not equal the total shown.

# Awareness & Education

Wayfair continues to foster DEI education by offering dedicated trainings on inclusion through our centralized learning content repository.

Wayfair continues to evolve its DEI training curriculum, making it more customizable and more comprehensive through a modular approach. Through the new curriculum, teams can select sessions that support learning on DEI topics depending on their needs. These training topics include gender and sexuality, disability, inclusive leadership, microaggressions, unconscious bias, and more.

Our DEI team also partnered with Wayfair's Global Talent Development team to better embed DEI principles into existing trainings. For example, we enhanced our manager training sessions, such as Managing Inclusively and Building Trust, to highlight relevant DEI topics. DEI training is also integrated throughout onboarding and manager and leader development programs. Inclusion expectations are also woven throughout our core values and manager behaviors.

Learn more about these initiatives and our DEI infrastructure on our **Diversity, Equity, & Inclusion** webpage.



# Building Our Infrastructure

Wayfair looks beyond our walls to foster inclusion. This means partnering with organizations that support our DEI vision and offer a sense of inclusion for the communities they serve in Boston and beyond.



## Supplier Diversity

Wayfair is committed to embedding diversity within our commercial core and using our business platform to elevate others. Our Supplier Diversity Initiative was designed in partnership with our suppliers to expand the breadth of opportunities available to all suppliers, including those from traditionally underrepresented groups. We capture sales data and trends from suppliers enrolled in the Supplier Diversity Initiative to expand, for example, the number of partnerships with and assortment of products from Black-owned home goods suppliers. We began with a focus on Black-owned businesses, and we intend to expand to other underrepresented groups in the near future. Our dedicated Supplier Diversity team is focused on growing the share of Wayfair's business generated by diverse suppliers and is continuously looking to foster greater diversity.

## Hack.Diversity

Wayfair has partnered with **Hack.Diversity** since 2017, hiring over 25 interns through our partnership. In January 2023, we received the **Rapid7 Systems Change Award** for our work creating inclusive workplaces for diverse talent pipelines. Wayfair hosted six Hack.Diversity software engineer interns in summer 2023, and we look forward to continuing this partnership through the next cohort.

## Enrich Scholars

Wayfair partners with **Enrich Scholars** to level the playing field for college students, recent graduates, and young professionals of color. Enrich Scholars helps Wayfair connect with students for our internships and early career jobs and provides these students with coaching and professional networking opportunities. Since starting this partnership in 2022, we have hired 20 scholars.



## Celebrate Black Makers

Last year, we launched **Celebrate Black Makers**, Modern Black Makers + Designers, and Black Owned & Founded as part of our commitment to recognize, uplift, and celebrate Black-owned businesses and their products at Wayfair, AllModern, and Perigold. Our expanded product offering makes it easier for consumers to discover and shop products from Black makers and designers. Customers can now shop our curated selection through a dedicated landing page, a "Black-owned or Designed" search filter, and an identifiable badge featured on applicable product description pages.

Along with the improved Black-owned shopping experience, we established **Supplier Diversity @ Wayfair**, a program designed in partnership with suppliers from historically underrepresented groups so they can grow and thrive on our platforms. Our Black suppliers include those who have steadfastly pursued their passions despite setbacks and inequities still very much in existence today. In 2023, we saw business from Black-owned suppliers double.

"Through Celebrate Black Makers, we hope our diverse customer base will have the opportunity to shop everyday products for their homes made by Black designers and makers while also exploring the many unique styles and design aesthetics available to them on our platform."

—**Shardé Marchewski**
Global Head of DEI

# Talent Development, Benefits, & Employee Wellbeing

We strive to enable and empower all Wayfairians to excel in their careers through training, development, rewards, and recognition.

## Employee Recruitment, Engagement, & Growth

To build a strong workforce that delivers the feeling of home to our customers, we focus on the employee journey, starting from the first interview and continuing through all stages of employee training and development.

We want Wayfair to be a career destination for the best global diverse talent and measure our progress using key metrics focused on efficiency and effectiveness. Our Certified Interviewer Program ensures an unbiased candidate screening, interviewing, and hiring process.

We collect valuable insights from Wayfairians through our Voice Survey, which identifies key areas for improvement for employee growth and satisfaction. In 2023, Wayfair began including a new measure, called the Engagement Composite Score, in the survey, which presents a more holistic view of employee engagement, encompassing the organization as a whole, an employee's team, and their individual role.

### Early Leaders Program

To help develop our talent pipeline and provide diverse youth with career experience, Wayfair continues to host our **Early Leaders Program** each May. The program is for second-year undergraduate students, who join us at our Boston headquarters for a week-long immersive experience. Students learn about core functions across Wayfair and can receive an internship opportunity at the conclusion of the program. In 2023, we welcomed 24 new Early Leaders to the program as well as 11 Early Leaders from 2022 who came back as interns. Approximately 85 Wayfairians served as mentors, panelists, facilitators, and case coaches/judges during the 2023 program.

## Employee Training & Development

We emphasize internal mobility to develop employee careers. We believe that positive business outcomes stem from developing individuals through skills-based learning experiences delivered during their daily work. We invest in department- and function-specific support across the company, including several software programs designed to upskill our employees.

Our Chief People Officer has ultimate oversight of training and development. Day-to-day, Talent managers embedded within our business functions implement training for their teams. We require annual completion of mandatory compliance training by all Wayfairians, including Sexual Harassment Prevention, Security Awareness, and the Code of Business Conduct & Ethics. Individual employee groups are further required to complete additional job-specific training, such as health and safety in warehouses, active shooter preparedness, and behavioral interview and bias training for interviewers as part of our Certified Interviewer Program.



# Benefits & Compensation

Our Total Rewards Director, supported by the Global Compensation and Benefits team, oversees benefits and compensation on a day-to-day basis. Benefits and compensation programs are regularly reviewed by the Chief Executive Officer, Chief Financial Officer, and Chief People Officer. The Compensation Committee of the Board of Directors oversees compensation for both executive officers and members of our Board of Directors and also advises and consults on employee compensation more broadly through regular meetings.

In 2023, we continued to achieve pay equity for U.S. employees at each employment level across gender, race, and age. We reach our pay equity targets by analyzing trends and following our core compensation philosophy, which leads to formulaic outputs based on employee performance ratings.



## In 2023, we added new benefits to enhance our employee offerings, including:

- Rolling out a global mental health benefit with Spring Health.
- Deploying a smoking cessation program in the U.S.
- Extending medical insurance benefits to hourly employees in the U.K.
- Implementing short-term disability and parental leave benefits and increasing paid time off accrual rates for eligible employees in Canada.
- Increasing employer pension contributions to 50% of employee contributions in Germany.

## In 2024, we plan to roll out additional expanded benefits offerings, such as:

- Adding a new, low-cost medical insurance plan in the U.S.
- Extending U.S. wellness programs and perks, such as Peloton, ClassPass, Bright Horizons, 2nd MD, and tuition reimbursement, to part-time employees.
- Expanding tuition reimbursement eligible courses to include GEDs to better support Frontline Associates in the U.S.




# Employee Health & Safety

Safety is the responsibility of each and every one of us. In 2023, we combined our safety and security operations under one organization, the Global Safety and Security (GLOSS) team, to support operations more effectively and efficiently. Our GLOSS team seeks to cultivate a best-in-class safety and security program that is based on global industry standards, as well as a culture that empowers Wayfairians to maintain a safe work environment across the organization. Our programs integrate a wide range of measures, including training, site visits, and technology.

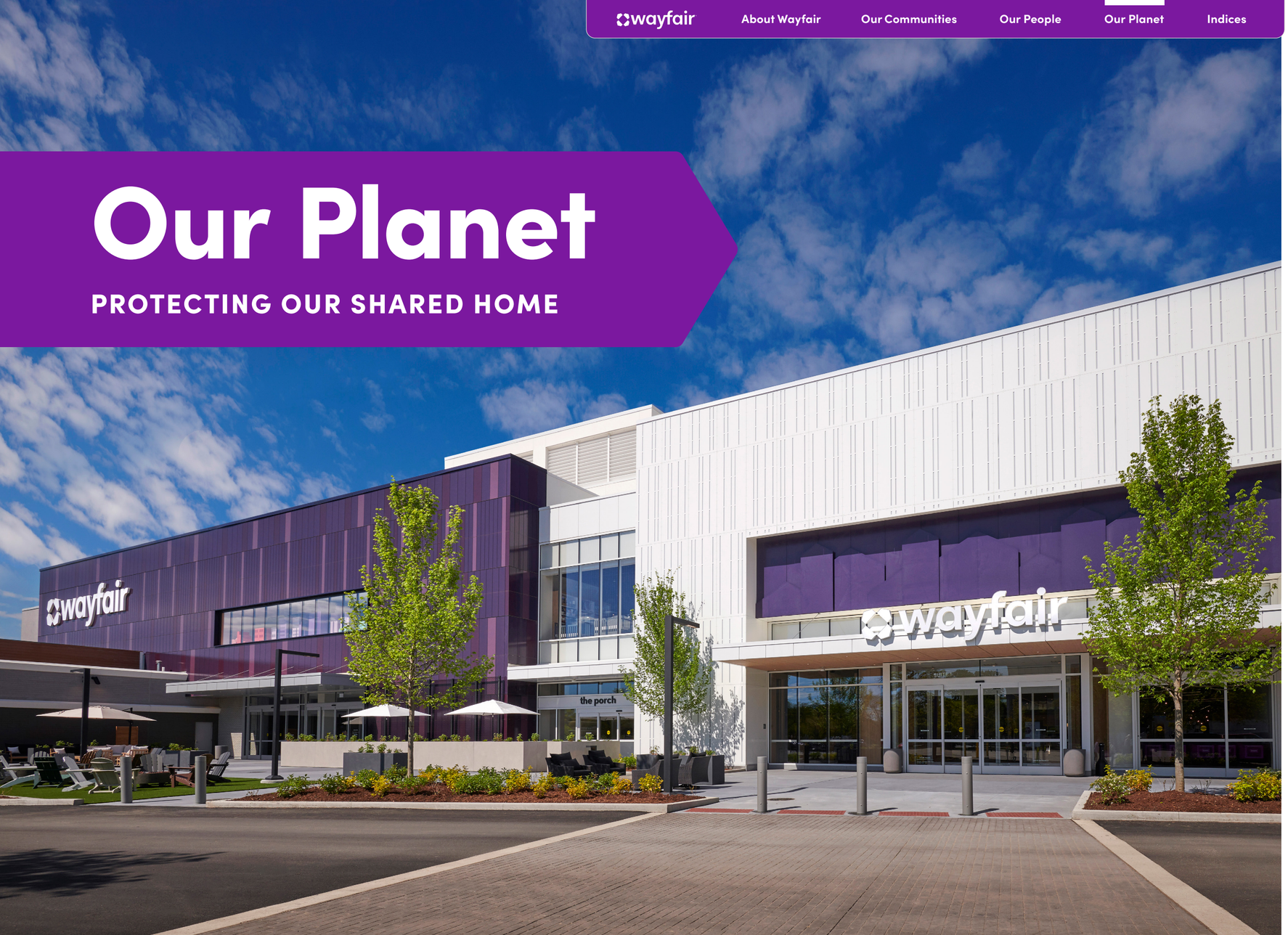
In 2023, we continued to shift to a more proactive safety and security posture that tailors our approach based on insights from data and analytics, including incident trends in our network. For example, in 2022, we replaced the Recordable Incident Rate with a Weighted Safety Score, a key performance indicator that we believe is a more effective leading indicator. In 2023, we added two additional metrics to the Weighted Safety Score to account for training completion and audit results when calculating the score. We also deployed a safety initiative in 2023 focused on powered industrial vehicles (PIVs) that ultimately drove a 4% reduction in PIV incident rates.

We continue to track our commitment to the National Safety Council's **MSD Pledge** to reduce musculoskeletal disorder injuries by 25% by 2025. To engage our employees in the pledge, we led an employee safety campaign in the fourth quarter of 2023 that focused on proper stretching and warming up, seeking to reduce some of the most common injuries. In 2024, we also plan to extend our Pristine program, which combines classroom and hands-on safe lifting training to help mitigate lifting-related injuries.

In 2024, we will continue developing our new Readiness Assessment Program, which evaluates safety and security performance at our fulfillment centers. These assessments are designed to create a safe and secure working environment by reviewing a wide range of safety and security documentation, including inspections, trainings, and preventative maintenance, as well as any physical hazards or security opportunities.

# Our Planet

## PROTECTING OUR SHARED HOME




Wayfair is committed to addressing the environmental impacts of our operations and supply chain and helping to preserve the planet for future generations. To do so, we partner with third-party experts and collaborate with essential stakeholders within our own operations and across our supplier, vendor, and customer networks. Two years ago, we announced our first public goal of reducing our Scope 1 and Scope 2 emissions by 63% by 2035 (compared to the 2020 baseline). This year, we are thrilled to announce our second public goal of achieving zero waste (90%+ waste diversion) across Wayfair operations globally by 2030. These goals underscore our commitment to driving climate action and working toward a more circular economy.

## Progress Toward Our Goals

| | Focus Area | 2022 Status | 2023 Status |
|---|---|---|---|
| | Reduce Scope 1 & 2 emissions by 63% by 2035 (compared to 2020 baseline) | 8.6% increase | 0.3% increase |
| New Goal | Achieve zero waste[4] (90%+ waste diversion) across Wayfair operations globally by 2030 | N/A[5] | 42% waste diversion |
| | Increase recyclability of the packaging procured by Wayfair[6] | 82% recyclability | 90% recyclability |
| | Provide customers access to more sustainable products through growing certified SKUs through our Shop Sustainably initiative | over 15,000 SKUs | over 33,000 SKUs |

[4] "Zero waste" is defined as meeting or exceeding Zero Waste International Alliance (ZWIA) business recognition program requirements, which include adoption of the ZWIA definition of zero waste and achievement of 90% or more diversion of all discarded resources from landfills, incinerators, and the environment. Our zero waste goal and reporting scope includes waste materials and products generated in Wayfair-owned facilities and its operations (warehouses, offices, etc.).

[5] The waste diversion percentage for 2022 is not available due to the high proportion of estimated figures within our operations. Tracking processes were established in 2023.

[6] Packaging recyclability signifies the proportion of Wayfair-added packaging materials that are capable of being collected, sorted, and processed through recycling channels to be transformed into new products or packaging materials. Data is self-reported by packaging suppliers.

# Climate Action

Wayfair is driven to protect our planet and communities from the threats of climate change. We conduct an annual greenhouse gas (GHG) emissions inventory for Scope 1, 2, and 3 emissions and report the data in our global climate disclosures. We observed a modest increase in Scope 1 and 2 emissions in 2022, driven by our business growth. Over the past few years, we have strategically implemented long-term initiatives such as virtual power purchase agreements and onsite solar, paving the way toward achieving our 2035 goal. Read more in the **Energy** section.

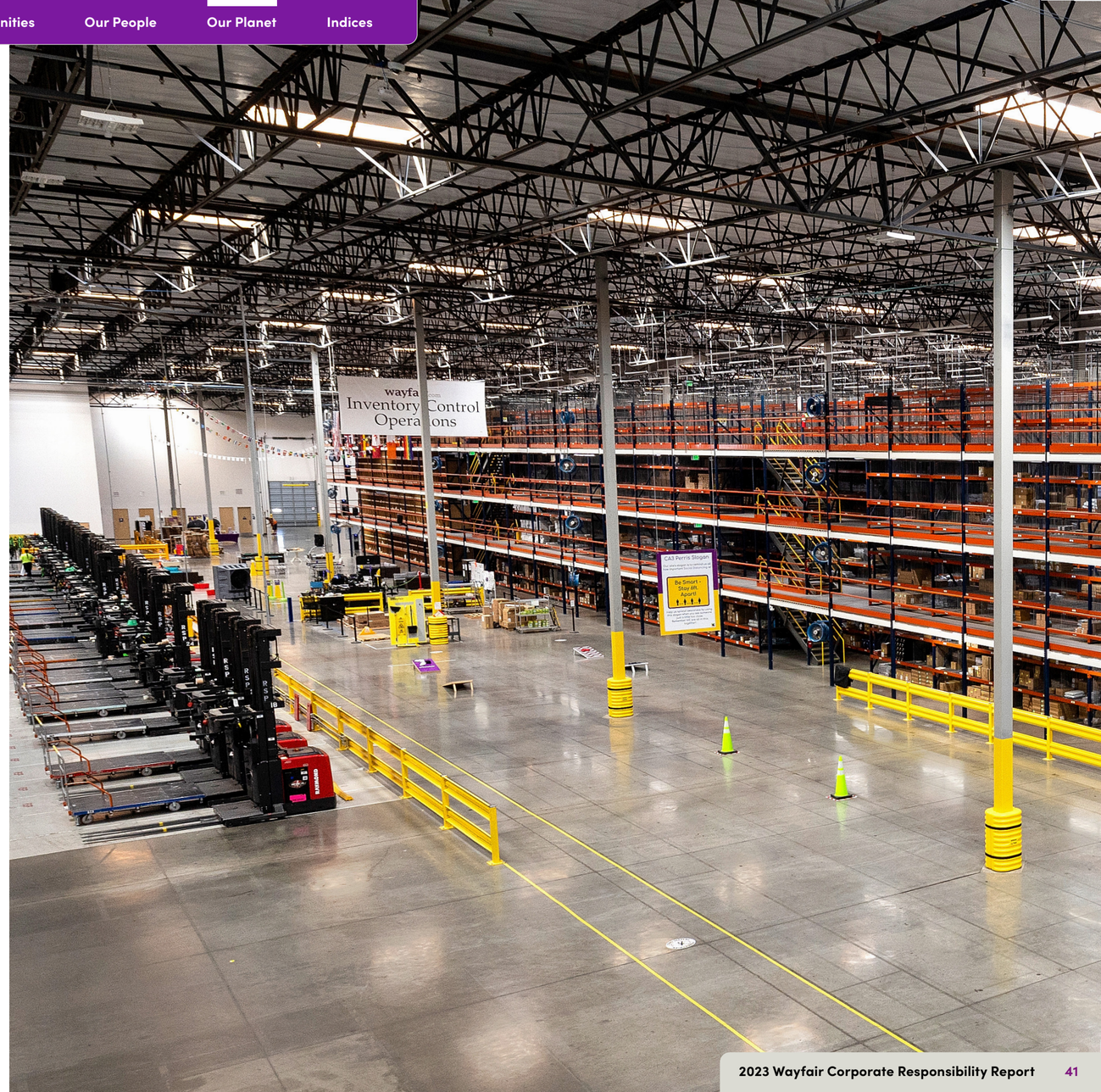
## Wayfair Greenhouse Gas Emissions

| Measured in metric tons carbon dioxide equivalent [$CO_2$ e][7] | 2020[8] | 2021[8] | 2022 | 2023 |
|---|---|---|---|---|
| Scope 1 | 18,207 | 17,846 | 20,818 | 18,266 |
| Scope 2 | 18,894 | 17,640 | 19,477 | 18,955 |
| Scope 3[9] | 5,955,761 | 5,093,547 | 4,783,529 | 4,162,086 |
| - Products & Services | 5,151,551 | 4,378,122 | 4,036,312 | 3,557,668 |
| - Transportation & Distribution | 762,637 | 668,608 | 673,076 | 545,240 |
| - Other | 41,574 | 46,816 | 74,142 | 59,178 |
| **Total GHG Emissions** | **5,992,862** | **5,129,032** | **4,823,825** | **4,199,308** |

[7] Please find more information in the **2023 GHG Inventory Methodology**. Please note that due to rounding, the sum of the results presented may not equal the total shown.

[8] We adjusted historical emission values in alignment with our methodology and recalculation policy. This was done to ensure accuracy and transparency, as data quality improvements and updates to our assumptions have since been implemented.

[9] "Products & Services" includes the following Scope 3 categories: Purchased Goods & Services, End of Life Treatment of Sold Products; "Transportation & Distribution" includes both Upstream and Downstream Transportation & Distribution; "Other" includes Capital Goods, Fuel & Energy-Related Activities, Waste, Business Travel, and Employee Commuting. The yearly changes in Scope 3 GHG emissions are influenced by the calculation methodology update to more accurately reflect the material composition of each product, types of products sold, and services spent.





# Energy

We take advantage of high-quality renewable energy opportunities globally, including new, expanding, or developing renewable generation sources. In 2023, we signed onsite solar agreements for three of our fulfillment centers. These agreements cover both onsite solar as well as battery storage facilities and will lead to lower power rates for our operations and a profit share for excess energy generation. We also signed a community solar agreement for a fourth fulfillment center. While this agreement does not directly benefit our facility, it contributes to the local community by improving the energy mix of the local grid and reducing utility rates for members.

In 2023, Wayfair also joined one of the largest aggregated **virtual power purchase agreements** (VPPA) to date. This VPPA with Recurrent Energy, a subsidiary of Canadian Solar, Inc., covers 100% of the production capacity of their solar project Liberty Solar. As part of this agreement, Wayfair is contracted to offtake 15 MW of power, which represents over 66.6% of our electricity consumption in North America in 2023.

## Wayfair Electricity and Green Power Use[10]

| | 2021[11] | 2022 | 2023 |
|---|---|---|---|
| Total Electricity (MWh) | 61,470 | 67,125 | 61,010 |
| Total Green Power Consumption (MWh) | 10,687 | 8,985 | 6,275 |
| Green Power Percentage of Electricity Use | 17.4% | 13.4% | 10.3% |

In 2022, we made a strategic decision to invest in VPPAs and onsite renewables instead of purchasing unbundled renewable energy credits (RECs). Consequently, our Green Power Percentage of Electricity Use modestly decreased in both 2022 and 2023. We anticipate a stable increase beginning in 2024 when the Liberty Solar project becomes active.

[10] Data has been adjusted from historical reports to focus on electricity consumption and the percentage of renewable electricity compared to total energy consumption.

[11] We adjusted the historical energy consumption values in alignment with our methodology and recalculation policy. This was done to ensure accuracy and transparency, as data quality improvements and updates to our assumptions have since been implemented.

# Transportation

We are also focusing on more sustainable transportation. We are tracking emissions reduced through transportation efficiency projects and exploring ways to enhance these reductions through collaborations with our key carrier partners. Some examples include:

- Over the past two years, Wayfair has shifted a significant portion of North American middle-mile shipments from diesel trucks to intermodal transport with JB Hunt. This not only reduced costs but also led to substantial emissions reductions—16,857 MT of $CO_2$ has been avoided in 2023.
- In the U.K., through optimization of the Wayfair Delivery Network, we reduced 29% of transportation miles in 2023.
- We successfully retired three standard shunter diesel trucks and replaced them with cutting-edge electric units.

In 2023, we also incorporated sustainability questions into transportation-related requests for proposals and found that 96% of our carriers are **SmartWay** certified.






**Our New Goal:** Achieve zero waste (90%+ waste diversion) across Wayfair operations globally by 2030

# Circular Economy

Wayfair is working toward a more circular economy. We are integrating returns and damage prevention into our core business practices and enhancing packaging recyclability to reduce environmental impact. Additionally, we are evolving waste management practices across our global operations to minimize our overall environmental impact.

## Zero Waste

Waste management programs help keep usable products and materials away from landfills and incineration. Partnerships with trusted waste vendors are helping us make progress. In North America, Germany, and the U.K., together with our partners, we are introducing new processes and waste collection equipment to improve diversion rates and reduce costs.

In 2023, we determined that we are currently diverting 42% of waste produced by Wayfair globally from landfills. As part of our **new zero waste goal, we will strive to divert 90%+ of waste produced by Wayfair globally by 2030.**

We also help our customers reduce their waste through our white glove delivery service. Through this service, we carry the delivered item into the room of the customer's choice, unpack and assemble it, and bring the packaging to our facilities for recycling and disposal. As the white glove initiative has grown, we launched a pilot program to recycle the increasing amount of Styrofoam returned to our facilities.

## Packaging

We are working to improve the sustainability of our packaging. In 2023, we achieved a global 90% recyclability rate for our purchased packaging, including boxes, wraps, fillers, and mailers. We were able to increase recyclability by 8% over 2022 by expanding the use of paper-based mailers with 100% recycled content in the U.S. and shifting further to fiber-based recyclable packing fillers in the U.K. and Germany. Our procurement team also includes requirements for recycled content and recyclability in their processes. The percentage of recycled content in paper-based packaging procured by Wayfair globally reached 34% in 2023.





# Sustainable Products

Wayfair empowers our customers to select sustainable products and encourages suppliers to adopt third-party sustainability certifications and standards through our **Shop Sustainably Program**. Through our sustainable product strategy, we participate in a range of industry forums and roundtables to collaborate with peers and share best practices. Our **Sustainable Wood Sourcing Policy** outlines our expectations for the responsible use of forest resources.

## mindful MATERIALS Owners Forum

We are members of the mindful MATERIALS Owners Forum, launched in July 2023, which brings industry leadership together to amplify and accelerate change by enabling resource sharing and development, aligning with our mission of bringing more sustainable products to the industry. More information on the mindful MATERIALS mission can be found **here**.

## Shop Sustainably

In 2023, the number of products in our Shop Sustainably program doubled to over 33,000 products meeting one or more of the **50+ third-party certifications** included in the program. These industry-leading certifications highlight product properties such as energy or water efficiency, sustainably sourced wood, organic textile use, or Fair Trade Certified™ production. By using a Shop Sustainably filter, customers can easily search for and identify products with verified third-party certifications from international nonprofits, independent laboratories, and global government agencies. These include CERTIFIED asthma & allergy friendly®, BIFMA LEVEL®, GREENGUARD by UL Solutions, MAS Certified Green®, and Indoor Advantage Gold by SCS Global Services. Each certified product includes a logo that clearly identifies sustainable features and includes all third-party certifications. We continue to add new certification partners and increase the number of products on our site with a third-party sustainability certification.

In 2023, we expanded our product offerings through proactive, targeted outreach campaigns with sustainability-minded suppliers. This campaign focused on sustainably certified mattresses, soft home products, and youth and nursery products.

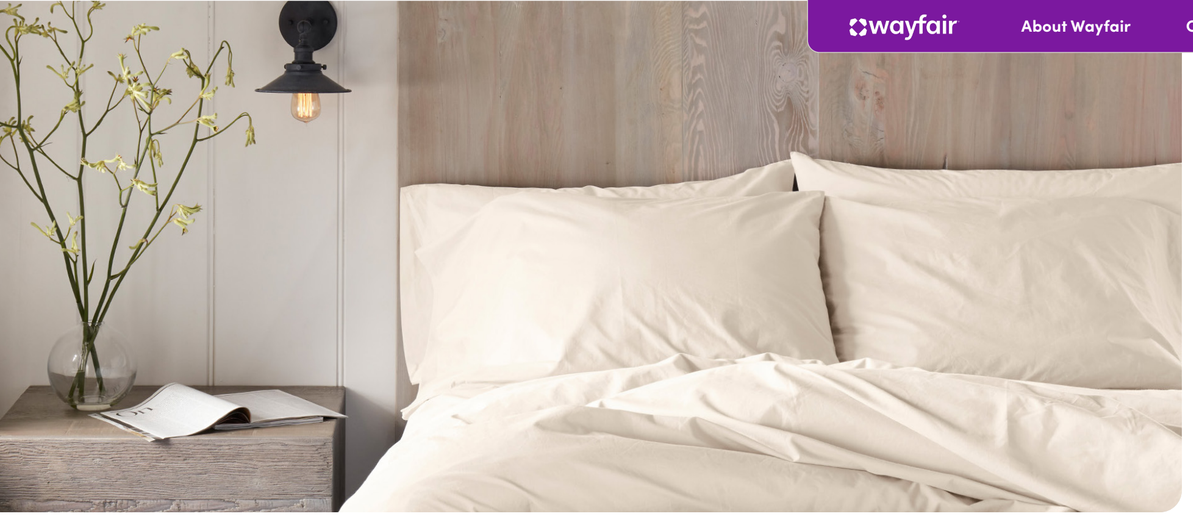
We are focused on making sustainable shopping more accessible. In 2023, we rolled out updated Shop Sustainably icons so customers can more easily identify sustainable products. We also launched a Sustainability landing page for Perigold. This page allows customers to explore the Perigold brand and the products paving the way to a better future, so they can do the same at home. Learn more **here**.

Shop Sustainably

CERTIFIED asthma & allergy friendly® | CertiPUR-US | ClimatePartner | ENERGY STAR LEARN MORE AT energystar.gov | FAIR TRADE CERTIFIED | FSC www.fsc.org FSC® N003885

GreenCircle CERTIFIED | GREENGUARD GOLD | goodweave® | INDOOR AIR QUALITY INDOOR ADVANTAGE GOLD | level | MADE WITH SAFE INGREDIENTS MADE SAFE WWW.MADESAFE.ORG

MAS CERTIFIED GREEN | GLOBAL ORGANIC TEXTILE STANDARD GOTS | OEKO-TEX® STANDARD 100 | WaterSense Meets EPA Criteria



# Ethics & Human Rights in Supply Chain

We strive for the highest level of ethical conduct throughout our entire business, including in our relationships with our customers, suppliers, and shareholders.

## Code of Business Conduct & Ethics

Our **Code of Business Conduct and Ethics** (Code) describes our ethics and human rights expectations in key areas, including insider trading, conflicts of interest, and reporting of illegal or unethical behavior. The Code is approved by our Board of Directors, and every employee must acknowledge the Code annually. All employees must also complete annual ethics and compliance training based on content from our Code and employee handbook, and certain Wayfairians also receive additional training unique to their position, including training on our anti-bribery and anti-corruption policy. All Wayfairians are responsible for speaking up in situations that may violate our Code, other Wayfair policies, or the law. Employees and external parties can share concerns through our anonymous reporting tools, whistleblower channels, quarterly Voice surveys, and other organizational resources.

## Supply Chain Oversight & Responsible Sourcing

It is our responsibility to engage with our value chain and our customers in an equitable, inclusive, honest, nondiscriminatory, and professional manner. Through our supplier agreements and **Supplier Code of Conduct** (SCOC), we establish a standard that ensures our suppliers share our commitment to responsible sourcing. Our **Supply Chain Transparency Statement** further describes the steps we take to verify compliance, including verifications of supply chains, audits of suppliers, certification of suppliers, internal accountability, and trainings.

Wayfair takes steps to ensure the safety and high quality of our products. In 2023, we continued to strengthen our supplier diligence efforts by collaborating with our suppliers and holding a high bar for safety, compliance, and responsible sourcing. Additionally, we take a risk-based approach to auditing our supply chain, focusing our attention first on certain product types and suppliers in certain geographies. If an audit demonstrates a violation of our SCOC, we may require the supplier to prepare and implement a detailed corrective action plan, or we may suspend or remove the supplier from our platform.

We may also conduct follow-up audits to ensure that violations are appropriately addressed. Our Partner Home portal also provides Wayfair's suppliers with access to training and support for logistics, merchandising, product compliance, and advertising.

Read more about our **Supplier Diversity** initiatives in the Our People section.

## Human Rights

Wayfair is committed to combating modern slavery and human trafficking. We have zero tolerance for forced labor and other violations of human rights. Read more about our commitment and approach in our **Slavery and Human Trafficking Statement**.



# GRI Content Index

**STATEMENT OF USE:** Wayfair Inc. has reported the information cited in this GRI content index for the period January 1, 2023, to December 31, 2023, with reference to the GRI Standards.

**GRI 1 USED:** GRI 1: Foundation 2021

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | a. Wayfair Inc.<br>b. Public company listed on NYSE<br>c. Headquartered in Boston, MA<br>d. Employees working in: U.S., Canada, U.K., Ireland, Germany, Hong Kong, China, Poland, India, Italy |
| | 2-2 Entities included in the organization's sustainability reporting | **Form 10-K**, Page 100 (Exhibit 21.1) |
| | 2-3 Reporting period, frequency and contact point | a. This annual GRI report covers the period of January 1 - December 31, 2023<br>b. Financial Reporting Period: Fiscal Year ending December 31, 2023<br>c. Report published on June 12, 2024<br>d. Reporting Contact: Anna Vinogradova, Head of Global Sustainability & ESG, 4 Copley Place, Boston, MA 02116 |
| | 2-4 Restatements of information | See **Climate Action, Restatements made to Wayfair Greenhouse Gas (GHG) Emissions, and Wayfair Energy Use tables** |
| | 2-6 Activities, value chain and other business relationships | **Form 10-K** |
| | 2-7 Employees | **Form 10-K**, Page 11 (Human Capital) |
| | 2-9 Governance structure and composition | **2024 Proxy Statement**, Pages 8-19 (Board of Directors and Corporate Governance) |
| | 2-10 Nomination and selection of the highest governance body | **2024 Proxy Statement**, Page 18 (Nominating and Corporate Governance Committee) |
| | 2-11 Chair of the highest governance body | **2024 Proxy Statement**, Page 14 (Leadership Structure of the Board) |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 2: General Disclosures 2021 | 2-12 Role of the highest governance body in overseeing the management of impacts | **2024 Proxy Statement**, Page 15 (Role of Board in Risk Oversight Process) |
| | 2-13 Delegation of responsibility for managing impacts | **2024 Proxy Statement**, Pages 16-18 (Board Meetings and Committees) |
| | 2-15 Conflicts of interest | **2024 Proxy Statement**, Page 13-14 (Code of Business Conduct and Ethics, Corporate Governance Guidelines, Anti-Hedging and Anti-Pledging Policies, Independence of the Board), and Page 22 (Certain Relationships and Related Party Transactions) |
| | 2-18 Evaluation of the performance of the highest governance body | **2024 Proxy Statement**, Page 18 (Nominating and Corporate Governance Committee) |
| | 2-19 Remuneration policies | **2024 Proxy Statement**, Pages 28-32 (Compensation Discussion and Analysis) |
| | 2-20 Process to determine remuneration | **2024 Proxy Statement**, Pages 28-32 (Compensation Discussion and Analysis) |
| | 2-21 Annual total compensation ratio | **2024 Proxy Statement**, Page 41 (CEO Pay Ratio Disclosure) |
| | 2-23 Policy commitments | **2024 Proxy Statement**, Page 13-14 (Code of Business Conduct and Ethics) |
| | 2-24 Embedding policy commitments | **2024 Proxy Statement**, Page 13-14 (Code of Business Conduct and Ethics) |
| | 2-25 Processes to remediate negative impacts | **Supplier Code of Conduct**<br>**Supply Chain Transparency**<br>**Whistleblower Policy**<br>**Code of Business Conduct and Ethics**<br>**2024 Proxy Statement**, Page 13 (Code of Business Conduct and Ethics) and Page 20 (Supplier Code of Conduct) |
| | 2-26 Mechanisms for seeking advice and raising concerns | **Whistleblower Policy**<br>**Code of Business Conduct and Ethics** |
| | 2-29 Approach to stakeholder engagement | See **Corporate Responsibility Strategy & Governance**<br>**Investor Relations - Governance documents** |

| GRI Standard | Disclosure | Location |
|---|---|---|
| **Material topics** | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | See **Corporate Responsibility Strategy & Governance**; **Contents**<br><br>The Sustainability, Social Impact, Supplier Diversity, and Diversity, Equity, & Inclusion teams serve as centers of excellence, setting the strategy, goals, and prioirities for Wayfair. Our teams consider various factors such as industry standards, stakeholder expectations, regulatory requirements, and business priorities when setting their agenda. The Executive Impact Council and Impact Committees oversee and advise these teams. |
| | 3-2 List of material topics | See **Corporate Responsibility Strategy & Governance**; **Contents** |
| **Economic performance** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | **2024 Proxy Statement**, Pages 14-21 (Corporate Governance) |
| GRI 201: Economic Performance 2016 | 201-3 Defined benefit plan obligations and other retirement plans | **2024 Proxy Statement**, Page 31 (Defined Contribution Plans) |
| **Indirect economic impacts** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Our Communities** |
| **Anti-corruption** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | **Code of Business Conduct and Ethics** (Anti-Corruption and Anti-Bribery Laws) |
| **Anti-competitive behavior** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | **Code of Business Conduct and Ethics** (Antitrust and Competition Laws) |
| **Materials** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Sustainable Products**; **Circular Economy**<br><br>**Supplier Code of Conduct**<br><br>**Supply Chain Transparency** |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | a. Total weight of packaging materials purchased and/or used by Wayfair in 2022: 3,499,958 kg<br>i) Nonrenewable materials: 232,835 kg<br>ii) Renewable materials: 3,267,123 kg<br><br>The data above reflects packaging materials purchased and/or used by Wayfair in 2023 and does not include supplier packaging materials. Only U.S., Canada, and U.K. data included. |
| **Energy** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Energy** |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | |

| Indirect energy use (GJ) | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|
| **Nonrenewable** | | | | |
| Grid electricity | 199,249 | 209,302 | 182,821 | 209,739 |
| Natural gas | 304,304 | 307,186 | 251,884 | 239,244 |
| Diesel | 24,885 | 54,897 | 54,638 | 78,264 |
| Gasoline | 911 | 884 | 546 | 895 |
| Propane | 625 | 1,433 | N/A | N/A |
| **Total** | **529,975** | **573,702** | **489,888** | **528,142** |
| **Renewable** | | | | |
| Offsite solar (VPPAs, RECs, etc.) | 22,592 | 32,346 | 38,472 | 14,245 |
| **Total** | 213,327 | **32,346** | **38,472** | **14,245** |
| **Total indirect energy use** | **552,567** | **606,048** | **528,360** | **542,387** |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 302: Energy 2016 | 302-3 Energy intensity | **Energy intensity ratio (GJ/1,000 rentable square feet)** — **2023**: **24.54**; **2022**: **27.48**; **2021**: **26.82**; **2020**: **28.63**<br>The energy intensity ratio above is calculated using total energy consumption in global operations (renewable and nonrenewable electricity, natural gas, and fuel), divided by the rentable square footage of our properties globally (per 1,000 rentable square feet). |
| **Emissions** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Climate Action** |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | **GHG Emissions: Scope 1 - direct emissions ($MTCO_2e$)** |

| GHG Emissions: Scope 1 - direct emissions ($MTCO_2e$) | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|
| Natural gas | 15,380 | 15,523 | 12,728 | 11,844 |
| Propane | 35 | 81 | N/A | N/A |
| Stationary diesel | 1,719 | 3,352 | 2,825 | 3,488 |
| Fuel | 519 | 1,468 | 1,943 | 2,553 |
| Refrigerants | 613 | 394 | 350 | 322 |
| **Total emissions (Scope 1)** | **18,266** | **20,818** | **17,846** | **18,207** |

Biogenic $CO_2$ emissions: 0 $MTCO_2e$.
Gases included in the calculation: $CO_2$, $CH_4$, $N_2O$, HFC, and PFC.
Base year is 2020.
Sources of emissions factors and the global warming potential rate: **GHG Methodology Document**.
Chosen consolidation approach for emissions: Operational Control Standards.

| GRI Standard | Disclosure | Location | | | | |
|---|---|---|---|---|---|---|
| GRI 305: Emissions 2016 | 305-2 Energy indirect (Scope 2) GHG emissions | **GHG Emissions: Scope 2 - indirect emissions ($MTCO_2e$)** | **2023** | **2022** | **2021** | **2020** |
| | | Electric (market) | 18,955 | 19,477 | 17,640 | 18,894 |
| | | Electric (location) | 19,687 | 21,761 | 19,827 | 19,171 |
| | | **Total Scope 2 emissions (market-based)** | **18,955** | **19,477** | **17,640** | **18,894** |
| | | Gases included in the calculation: $CO_2$, $CH_4$, and $N_2O$.<br>Base year is 2020.<br>Sources of emissions factors and the global warming potential rate: **GHG Methodology Document**.<br>Chosen consolidation approach for emissions: Operational Control Standards. | | | | |
| | 305-3 Other indirect (Scope 3) GHG emissions | **GHG Emissions: Scope 3 - indirect emissions by GHG Protocol category ($MTCO_2e$)** | **2023** | **2022** | **2021** | **2020** |
| | | **Products & Services**<br>(Purchased Goods & Services and End of Life) | 3,557,668 | 4,036,312 | 4,378,122 | 5,151,551 |
| | | **Transportation & Distribution**<br>(Upstream & Downstream) | 545,240 | 673,076 | 668,608 | 762,637 |
| | | **Other**<br>(Capital Goods, F&E Related Activities, Waste, Business Travel, and Commute) | 59,178 | 74,142 | 46,816 | 41,574 |
| | | **Total emissions (Scope 3)** | **4,162,086** | **4,783,529** | **5,093,547** | **5,955,761** |
| | | Gases included in the calculation: $CO_2$, $CH_4$, and $N_2O$.<br>Base year is 2020.<br>Sources of emissions factors and the global warming potential rate: **GHG Methodology Document**. | | | | |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 305: Emissions 2016 | 305-4 GHG emissions intensity | **GHG emissions intensity ratio ($MTCO_2e$/1,000 rentable square feet)** — **2023**: **1.653**; **2022**: **1.827**; **2021**: **1.801**; **2020**: **1.958**<br>Type of GHG emissions included in the intensity ratio: Direct (Scope 1) and market-based indirect (Scope 2) divided by the rentable square footage of our global properties (per 1,000 rentable square feet).<br>Gases included in the calculation: $CO_2$, $CH_4$, $N_2O$, HFC, and PFC. |
| **Waste** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Circular Economy** |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | See **Circular Economy** |
| | 306-2 Management of significant waste-related impacts | See **Circular Economy** |
| **Employment** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Talent Development, Benefits, & Employee Wellbeing** |
| GRI 401: Employment 2016 | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | See **Benefits & Compensation** |

| GRI Standard | Disclosure | Location |
|---|---|---|
| **Occupational health and safety** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Employee Health & Safety** |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | See **Employee Health & Safety** |
| | 403-3 Occupational health services | See **Employee Health & Safety** |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | See **Employee Health & Safety** |
| | 403-5 Worker training on occupational health and safety | See **Employee Health & Safety** |
| | 403-6 Promotion of worker health | See **Benefits & Compensation** |

| GRI Standard | Disclosure | Location |
|---|---|---|
| **Training and education** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Employee Training & Development** |
| GRI 404: Training and Education 2016 | 404-2 Programs for upgrading employee skills and transition assistance programs | See **Talent Development, Benefits, & Employee Wellbeing** |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | **Annual Performance Review Completions by Gender**<br>Male: 98.83%<br>Female: 98.14%<br>Non-Binary: 96.90%<br>**Annual Performance Review Completions by Employee Category**<br>Technology: 98.74%<br>People Managers: 99.38%<br>Front Line: 98.63%<br>Corporate: 98.39%<br>Leadership (Associate Director+): 97.87% |

| GRI Standard | Disclosure | Location |
|---|---|---|
| **Diversity and equal opportunity** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Diversity, Equity & Inclusion** |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | a. Percentage of individuals on the Board of Directors by gender, age, and race/ethnicity. |

| Board of Directors | |
|---|---|
| Man | 75% |
| Non-Binary | 0% |
| Woman | 25% |

| | |
|---|---|
| <30 years old | 0% |
| 30-50 years old | 11% |
| 50+ years old | 89% |

| | |
|---|---|
| Asian | 37.5% |
| Black | 12.5% |
| Latinx | 0% |
| Other | 0% |
| White | 50% |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | b. Percentage of employees per employee category by gender, age, and race/ethnicity. |

**Tech**

| | Asia Pacific | Europe | North America |
|---|---|---|---|
| Man | N/A | 77.8% | 74.2% |
| Non-Binary | N/A | 1.4% | 0.9% |
| Woman | N/A | 20.8% | 24.9% |
| <30 years old | N/A | 7.9% | 18.2% |
| 30-50 years old | N/A | 90.5% | 76.6% |
| 50+ years old | N/A | 1.5% | 5.2% |
| Asian | N/A | 29.5% | 43.8% |
| Black | N/A | 2.7% | 2.6% |
| Latinx | N/A | 0% | 3.6% |
| Other | N/A | 20.5% | 3.7% |
| White | N/A | 47.3% | 43.7% |

**People Managers**

| | Asia Pacific | Europe | North America |
|---|---|---|---|
| Man | 56.5% | 57.7% | 53.8% |
| Non-Binary | 0% | 0.3% | 0.4% |
| Woman | 43.5% | 42.0% | 45.8% |
| <30 years old | 1.2% | 9.3% | 15.1% |
| 30-50 years old | 93.5% | 85.5% | 77.1% |
| 50+ years old | 5.3% | 5.2% | 7.8% |
| Asian | 100% | 16.0% | 13.0% |
| Black | 0% | 1.3% | 7.8% |
| Latinx | 0% | 0% | 6.8% |
| Other | 0% | 9.9% | 4.6% |
| White | 0% | 72.8% | 67.8% |

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | |

**Front Line**

| | Asia Pacific | Europe | North America |
|---|---|---|---|
| Man | N/A | 49.4% | 47.0% |
| Non-Binary | N/A | 0.8% | 0.9% |
| Woman | N/A | 49.8% | 52.1% |
| <30 years old | N/A | 25.7% | 29.4% |
| 30-50 years old | N/A | 61.1% | 52.8% |
| 50+ years old | N/A* | 14.2% | 17.8% |
| Asian | N/A | 7.2% | 1.7% |
| Black | N/A | 2.9% | 38.5% |
| Latinx | N/A | 0% | 13.4% |
| Other | N/A | 15.9% | 7.6% |
| White | N/A | 73.9% | 39.8% |

**Corporate**

| | Asia Pacific | Europe | North America |
|---|---|---|---|
| Man | 40% | 54.7% | 54.9% |
| Non-Binary | 0% | 0.8% | 0.5% |
| Woman | 60% | 44.5% | 44.6% |
| <30 years old | 42.5% | 19.8% | 27.9% |
| 30-50 years old | 56.2% | 76.2% | 65.9% |
| 50+ years old | 1.3% | 4.0% | 6.2% |
| Asian | 97.3% | 20.2% | 22.2% |
| Black | 0% | 1.7% | 6.5% |
| Latinx | 0% | 0% | 5.7% |
| Other | 0% | 16.4% | 5.3% |
| White | 2.7% | 61.7% | 60.3% |

*Not disclosed due to privacy guidelines.

All percentages are derived from self-reported data and do not reflect demographic information for individuals who have declined to self-identify.

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | |

**Leadership (Associate Director +)**

| | Asia Pacific | Europe | North America |
|---|---|---|---|
| Man | 66.7% | 72.4% | 59.9% |
| Non-Binary | 0% | 0% | 0.2% |
| Woman | 33.3% | 17.6% | 39.9% |

| | | | |
|---|---|---|---|
| <30 years old | N/A* | 0% | 0.6% |
| 30-50 years old | 81.0* | 89.0% | 88.6% |
| 50+ years old | 19.0* | 11.0% | 10.7% |

| | | | |
|---|---|---|---|
| Asian | 100% | 14.0% | 19.5% |
| Black | 0% | 0% | 2.8% |
| Latinx | 0% | 0% | 2.8% |
| Other | 0% | 7.0% | 3.7% |
| White | 0% | 79.0% | 71.3% |

*Not disclosed due to privacy guidelines.

All percentages are derived from self-reported data and do not reflect demographic information for individuals who have declined to self-identify.

| GRI Standard | Disclosure | Location |
|---|---|---|
| GRI 405: Diversity and Equal Opportunity 2016 | 405-2 Ratio of basic salary and remuneration of women to men | See **Benefits & Compensation**; **Who Makes Up Our Community?** |
| **Local communities** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Our Communities** |
| **Customer health and safety** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | **Supplier Code of Conduct**<br>**Supply Chain Transparency** |
| **Marketing and labeling** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | **Supplier Code of Conduct**<br>**Supply Chain Transparency** |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling | **Supplier Code of Conduct**<br>**Supply Chain Transparency** |
| **Customer privacy** | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See **Cybersecurity & Customer Privacy**<br>**Privacy Policy**<br>**Form 10-K**<br>**2024 Proxy Statement** |

# SASB Index

Wayfair is an E-Commerce company and works to align with SASB's recommended disclosures for that industry. We have also included metrics in the table below from other industry standards that we feel are relevant to our company and help present a holistic picture of our operations.

| Topic | Code | Accounting Metric | Response |
|---|---|---|---|
| **E-Commerce** | | | |
| Hardware Infrastructure Energy & Water Management | CG-EC-130a.1 | (1) Total energy consumed,<br>(2) percentage grid electricity, and<br>(3) percentage renewable | (1) 552,567 GJ<br>(2) 39.35%<br>(3) 4.09% |
| Data Privacy & Advertising Standards | CG-EC-220a.2 | Description of policies and practices relating to behavioral advertising and user privacy | **Privacy Policy** |
| Data Security | CG-EC-230a.1 | Description of approach to identifying and addressing data security risks | See **Cybersecurity & Customer Privacy**<br>**Privacy Policy** |
| Employee Recruitment, Inclusion & Performance | CG-EC-330a.1 | Employee engagement as a percentage | H1 2023: 86.2% participation in Wayfair's employee engagement survey<br>H2 2023: 83.1% participation in Wayfair's employee engagement survey<br>Survey topics include: trust in leadership, sentiment regarding Wayfair's performance review process, satisfaction with role, and work-life balance.<br>In 2023, Wayfair began including a new measure, called the Engagement Composite Score, in the survey, which presents a more holistic view of employee engagement, encompassing the organization as a whole, an employee's team, and their individual role. |

| Topic | Code | Accounting Metric | Response |
|---|---|---|---|
| Employee Recruitment, Inclusion & Performance | CG-EC-330a.3 | Percentage of gender and racial/ ethnic group representation for<br>(1) management,<br>(2) technical staff, and<br>(3) all other employees | (1) **Management (L4+) employees:**<br>62.6% Man, 0.3% Non-Binary, 37.0% Woman<br>24.0% Asian, 2.1% Black, 2.4% Latinx, 5.2% Other, 66.4% White<br><br>(2) **Technical staff:**<br>74.6% Man, 0.9% Non-Binary, 24.4% Woman<br>42.8% Asian, 2.6% Black, 3.5% Latinx, 7.2% Other, 44.0% White<br><br>(3) **Other (L0-3) and non-technical employees:**<br>45.8% Man, 0.7% Non-Binary, 53.5% Woman<br>6.6% Asian, 23.7% Black, 9.7% Latinx, 7.0% Other, 52.9% White |
| Product Packaging & Distribution | CG-EC-410a.1 | Total greenhouse gas (GHG) footprint of product shipments | 545,240 $MTCO_2e$<br>*Note this total represents the Well-To-Wheel (not Tank-to-Wheel) emissions associated with upstream & downstream transportation and distribution of products sold by Wayfair. |
| | CG-EC-410a.2 | Discussion of strategies to reduce the environmental impact of product delivery | See **Climate Action**; **Circular Economy** |
| **Building Products and Furnishings** | | | |
| Product Lifecycle Environmental Impacts | CG-BF-410a.1 | Description of efforts to manage product lifecycle impacts and meet demand for sustainable products | See **Circular Economy**; **Sustainable Products** |

| Topic | Code | Accounting Metric | Response |
|---|---|---|---|
| **Household and Personal Products** | | | |
| Packaging Lifecycle Management | CG-HP-410a.1 | (1) Total weight of packaging,<br>(2) percentage made from recycled and/or renewable materials, and<br>(3) percentage that is recyclable, reusable, and/or compostable | (1) Total weight of packaging materials purchased and/or used by Wayfair in 2023: 3,499.958 MT (metric tons)<br>(2) Renewable materials: 93.35%<br>(3) Recyclable percentage: 89.66%<br>The data above reflects packaging materials purchased and/or used by Wayfair only and does not include supplier packaging materials. |
| | CG-HP-410a.2 | Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle | See **Circular Economy** |
| **Multiline and Specialty Retailers & Distributors** | | | |
| Product Sourcing, Packaging & Marketing | CG-MR-410a.3 | Discussion of strategies to reduce the environmental impact of packaging | See **Circular Economy** |

# Forward-Looking Statements

Caution Concerning Forward-Looking Statements: This report contains forward-looking statements within the meaning of federal and state securities laws. In some cases, you can identify forward-looking statements by terms such as “may,” “will,” “should,” “expects,” “plans,” “anticipates,” “continues,” “could,” “intends,” “goals,” “target,” “projects,” “contemplates,” “believes,” “estimates,” “predicts,” “potential” or “continue” or the negative of these terms or other similar expressions.

All statements other than statements of historical fact contained in this report, including statements regarding our business strategy, plans and objectives, our ESG and DEI initiatives, goals, commitments, and programs, our assumptions and expectations, and standards and expectations of third parties, are forward-looking statements. You are cautioned not to rely on these forward-looking statements, which are based on current expectations of future events and speak only as of the date they are made and, except as required by applicable law, we undertake no obligation to publicly update or revise any forward-looking statements contained herein, whether as a result of any new information, future events or otherwise. We cannot guarantee that any forward-looking statement will be accurate, although we believe that we have been reasonable in our expectations and assumptions. For important information about the risks and uncertainties that could cause actual results to vary materially from the assumptions, expectations, and projections expressed in any forward-looking statements, please review our most recent Annual Report on Form 10-K and our subsequent filings with the Securities and Exchange Commission.

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Learn more at
**www.aboutwayfair.com/cr-report**