



# Diversity, Equity, & Inclusion

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**2021 REPORT**

# A Message from Our Founders

Wayfair is a team 16,000 strong, from different places and backgrounds, with different perspectives and traditions, all working together to serve our customers and keep Wayfair moving forward. Our people are what make Wayfair, Wayfair — and we want all of our team members to feel a sense of belonging here.

As a business, we are always looking to grow, innovate, and improve. So we're on a journey to ensure diversity, equity, and inclusion are embedded into every aspect of our organization — across every team, level, department, and geography. And as a technology company, an obsession with numbers and innovation is in our DNA — so we are leveraging data to help us get there.

Last year, we issued our first DEI report, in which we shared where we are and where we want to go, and we laid out our home improvement plan. We identified four key areas to hold ourselves accountable, and the beginning stages of this work are reflected in this year's DEI report. As Wayfair's founders, we are proud not just of the progress Wayfair has made across all four areas of focus, but of the dedication and consideration that the entire organization has displayed in making real change.

The reality is that we're just getting started. As is reflected in these pages, we've made strides, but there is still room to improve.

“Wayfair will continue to invest in developing talent across dimensions of diversity, foster a culture of learning across all levels of the organization, and hold our leadership accountable.”

We look forward to helping drive this meaningful change that will better serve our employees, customers, and partners into the future.

**Niraj Shah** (he/him)  
Co-Founder, Co-Chairman & CEO

**Steve Conine** (he/him)  
Co-Founder & Co-Chairman

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# A Message from Our Global Head of Culture & Inclusion

Continuing on the journey to ensure that our culture enables us all to work at our best, and that diversity, equity, and inclusion (DEI) are embedded into the fabric of this organization, I am honored to present Wayfair's 2021 DEI Report.

“The work of DEI calls us to be both humble and tenacious: humble, so that we can acknowledge just how much learning and growing is left to do, and tenacious, so that we remain persistent in driving progress while growing through the process.”

As I reflect on the past year, I'm reminded of all the ways our Wayfair community has risen to meet this challenge. We've endured through a seemingly unending pandemic, stood together in the face of social injustice, and supported one another in the continued transformation of the ways we work. We have increased Latinx and Black representation in leadership by over 300% since 2020. We have developed technology to mitigate

potential bias throughout our performance management process, and we have continued to hold company-wide conversations about our identities, experiences, and why they matter. I am amazed at the progress we have made on this journey together.

And yet, it is sometimes difficult not to feel impatient: How much longer must we wait for the promise of DEI to be fulfilled? In these times, I remind myself, and I remind you, that curating inclusion and belonging is slow and painstaking work without a cure-all solution. Equity demands that we ask folks how they expect to be treated – to understand their unique needs, challenges, strengths, and build solutions from there. Curating a culture of inclusion requires humility, transparency, and authenticity with consistency. This is the work facing us now, and it takes time.

As we move forward on our DEI journey, we remain committed to humility and tenacity in

pursuit of equity. By applying an inclusive lens to our work, by every team and in every role, we will continue to build the structures, tools, and teams to realize our vision: A place where we can all feel that we belong. We thank you for taking the time to read about where we have been, where we are now, and where we are choosing to go next, together.



**KeyAnna Schmiedl** (she/her)  
Global Head, Culture & Inclusion

# Building an Inclusive Community at Wayfair

When Wayfair began, our vision was a bold one — help everyone, anywhere create their feeling of home. While we always knew this goal would be achieved by innovative thinking and industry-leading technology, we also knew that the most essential element would be the people who choose to join us on this journey.

Supporting our teammates has always been central to our work. But our appreciation for each employee and the type of culture we are building to support them has become an even greater priority in recent years. So, we doubled down on our commitment. We worked to find the right talent to drive our commitment to diversity, equity, and inclusion. We explored internal data to provide insights to guide us. We refined the definitions of diversity, equity, and inclusion to provide a solid understanding of what they mean at Wayfair.

In 2021, we shared our initial vision in our [first DEI report](#). This year's report continues to

build upon that work, providing a snapshot of where we are on our journey and celebrating the breakthroughs that we have unlocked along the way. This is all done with a commitment to transparency and accountability, which means that we'll also share where we have room to grow.

The goal of our work to elevate diversity, equity, and inclusion is to create a sense of belonging and an environment where all people can choose to be who they are — no exceptions and no apologies. We do this work on behalf of all Wayfairians who we want to feel welcome and able to bring their full selves to work.

Three themes guide our work, and you'll see them woven throughout this report:

1

## Driving progress with data

Data drives our business and impacts everything we do at Wayfair. Some of our most innovative work involves using data to derive insights and develop best practices that we can replicate to inform and improve our culture.

2

## Applying an inclusive lens

To create a space of belonging, where all people can be who they are, we use an inclusive lens to assess our work. From policies and programming to volunteerism and performance reviews, this inclusive lens helps ensure that everyone has a chance to make Wayfair somewhere they can achieve personal and professional success.

3

## Building a culture of learning

We all come to this conversation as the sum of our collective experiences, and we all have something to learn about the people and world around us. Being open to learning and asking powerful questions makes us stronger as a team.

# Embedding Diversity, Equity, & Inclusion

To create a system that works for everyone, we must weave inclusion considerations into every aspect of our organization – across all teams, levels, and geographies.

From the Board of Directors to front-line Wayfairians, we want everyone to:

- Appreciate how our DEI commitment makes our business better
- Learn how to apply a DEI lens in their day-to-day work
- Continue taking action to increase workforce diversity by amplifying workplace inclusion

## Understanding Intersectionality & Dimensions of Diversity

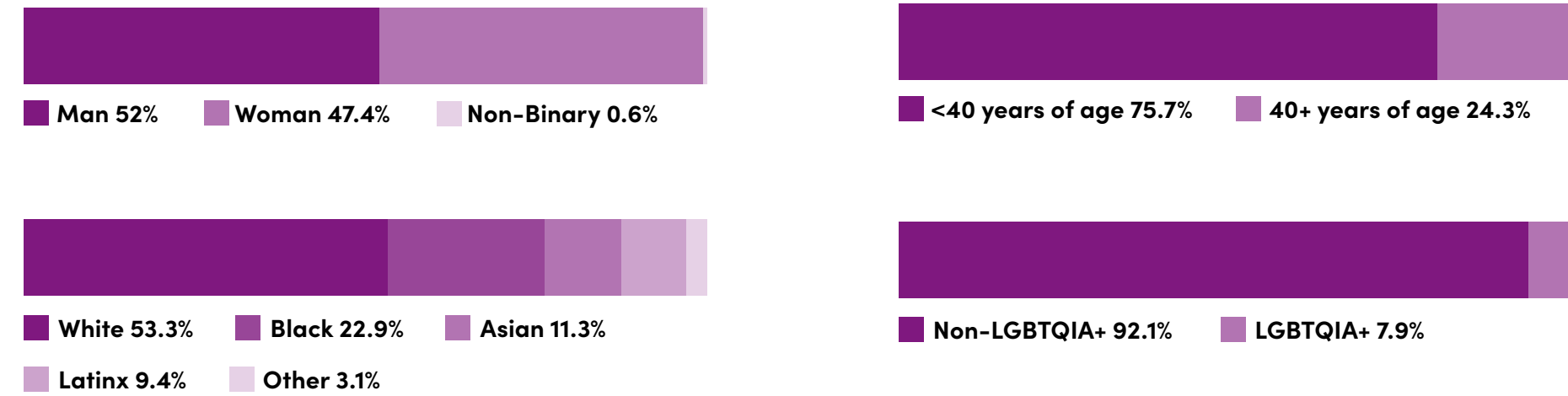
Our People Analytics team analyzes quantitative and qualitative data by considering intersectionality as well as specific dimensions of diversity (e.g., gender identity, sexual orientation, race/ethnicity, disability) to better understand the experiences of Wayfairians.

We are leaders in our inclusion work because virtually everyone at Wayfair has access to qualitative metrics on our overall DEI performance. And we don't stop there. We further break down and present details to Wayfair leadership on a variety of diversity dimensions, equipping our leaders with the information they need to make smart decisions for our people and our business. We are working to build a truly equitable workplace where data helps us identify and neutralize potential bias and ensure equitable people processes in recruiting, performance reviews, compensation, career development, and employee engagement. At the end of the day our goal is to find, develop, advance, and retain the best team, and the best team is a diverse team that feels included, empowered, and valued.

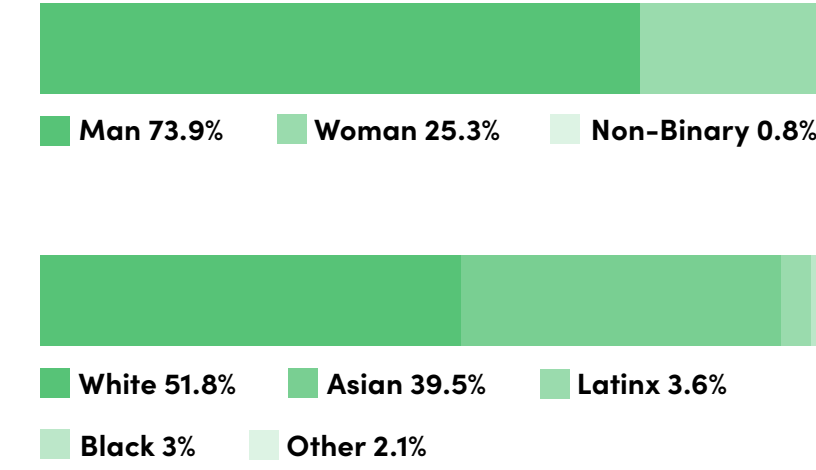


# Who Makes Up Our Community

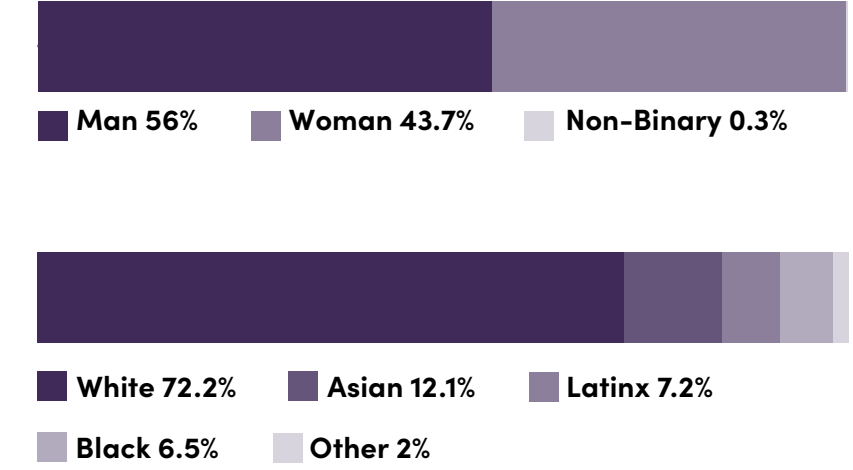
## Overall



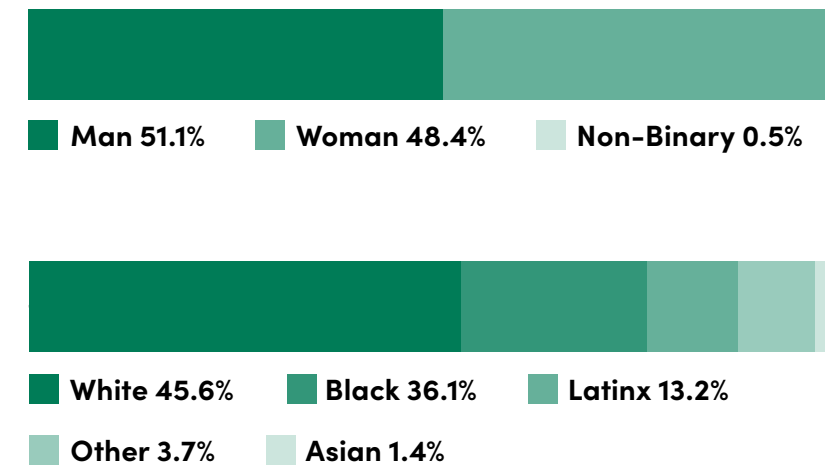
## Tech



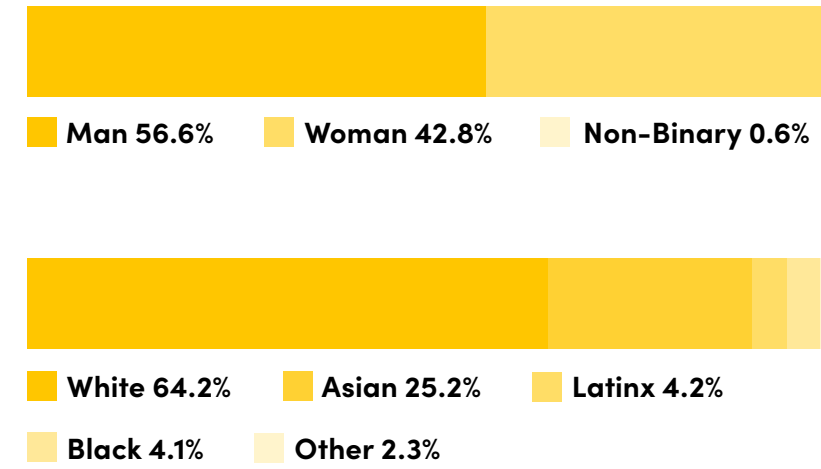
## People Managers



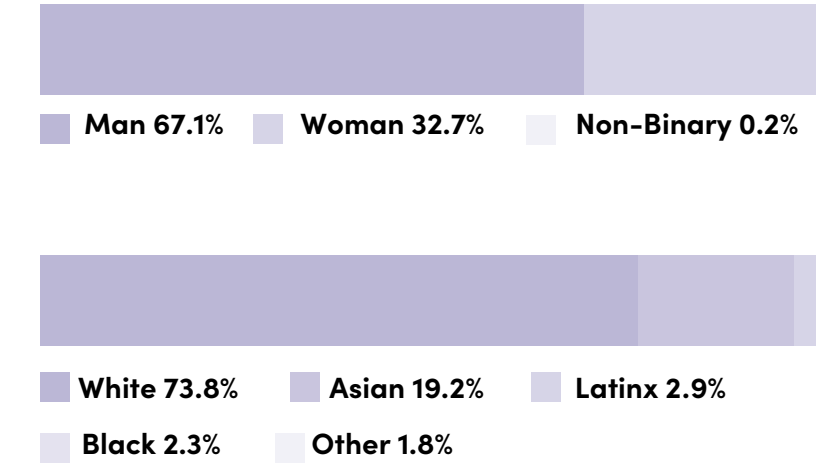
## Front-line



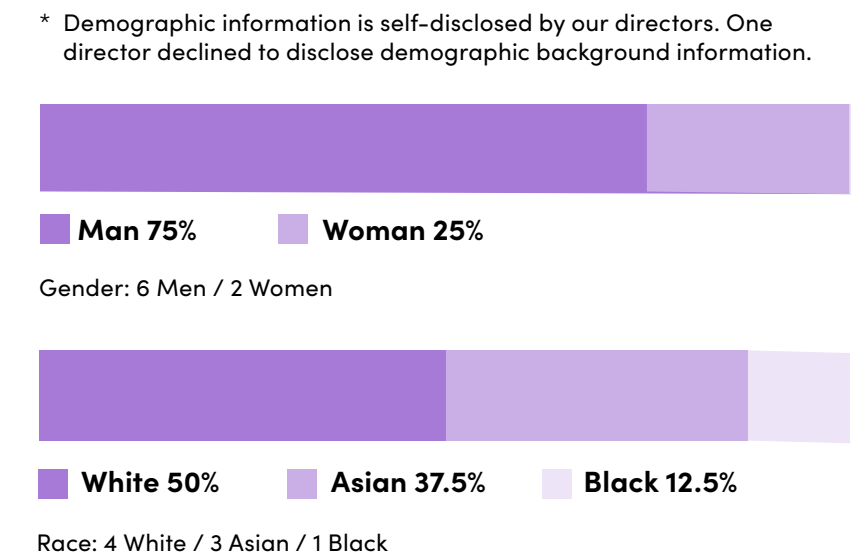
## Corporate



## Leadership



## Board of Directors\*



# Leadership Commitment

Accountability starts at the top, and meaningful progress toward creating an inclusive workplace requires unwavering commitment and support from Wayfair's executive leadership team.

## Our DEI Governance

Our Global Head of Culture & Inclusion meets monthly with our CEO to discuss strategy, objectives, and goals. Quarterly updates to the Board of Directors provide transparency and help establish company-wide accountability for DEI programming and key performance metrics.

Our Culture & Inclusion team determines our DEI strategy and leads our day-to-day efforts. Their primary focus is to empower teams across the business to view their work through an inclusive lens by providing tools, education, programming, and partnership.

They also strive to ensure that our approach translates across all geographies and cultures in our daily work.

## DEI Councils

Our department-level DEI Councils embed this work in each team by helping implement our overall strategy within our Technology, Operations, and Commercial organizations. Because each area has unique challenges and opportunities, we have localized DEI Councils that focus and tailor their work for their stakeholders rather than use a one-size-fits-all approach.

Last year, we relaunched the Technology DEI Council and sub-council, which supports the development of Technology DEI objectives. In 2022, we're relaunching the DEI Council in our Operations organization, which includes our service organization, our warehousing business, and our supply chain functions.

## Corporate Responsibility

The Culture & Inclusion team works closely with the Corporate Responsibility team by building our home with the future in mind. Read more about [Our Impact](#).

# Change Starts at Home: Panel Discussions

In addition to building a strong governance structure, we foster authentic conversations where employees and senior leaders talk about how to drive change across our global business.

Our flagship education and awareness campaign, Change Starts at Home, continued in 2021. Senior leaders actively participated in forums where Wayfairians shared their own unique experiences in the work environment, with interpersonal interactions, and in broader society. In 2021, we hosted six panel discussions with more than 4,000 participants on the theme of intersectionality across Wayfair — heightening awareness of how various aspects of our identities inform not only who we are and how we work, but the realities we face. Sessions featured members and allies of our caregiver, immigrant, transgender and intersex, and Asian American and Pacific Islander communities.

“I am incredibly grateful to have had the opportunity to take part in the Change Starts at Home session on transgender and intersex issues. Meeting with each of the panelists one-on-one prior to the session was an especially wonderful gift — it set the stage for dialogue and relationships that continue to this day.”

—**Michael Fleisher** (he/him)  
Chief Financial Officer

# Providing Tools for Leaders

We offer allyship channels that train senior executives in DEI using personal, team, and business action plans they will implement to lead inclusively at Wayfair. We also developed tools for managers that improved unconscious bias awareness at key points in the employee lifecycle, incorporated additional levels of neutral party review during performance evaluations, and created dashboards that all vice presidents can access to help ensure their own neutrality in their management and review of their teams. Read more in the [Mitigating Unconscious Bias in Performance Evaluations](#) section of this report.

# Elevating ERG Visibility

In 2021, we matched each of our 13 Employee Resource Groups (ERGs) with an executive sponsor, expanding beyond our initial sponsorship pilot with WayBlack. Each sponsor represents a different dimension of diversity or intersectionality than the group they're matched with. We think that this approach creates critical opportunities for learning, advocacy, allyship, and servant leadership. Our ERG executive sponsors are advocates who amplify the voice of the ERG community they partner with while removing burdens and barriers to company-wide communication. Read more about our ERGs in the [Employee Resource & Affinity Groups](#) section of this report.





# Awareness & Education

Learning supports our whole structure. It's what helps us maintain a culture that attracts talent and is truly inviting so that people want to stay. Throughout our organization, we're empowering all Wayfairians with the knowledge and tools they need to create long-term change in their daily work. By doing so, we foster a culture where we learn and grow together.

## Conversations & Resources

### Newsletters, Events, & Reports

Consistent communication is essential to building knowledge across our teams. Every month, our Culture & Inclusion newsletter reaches over 12,000 readers across the company with highlights from our Inclusive Community Calendar, ERG events, and progress reports on specific initiatives. Just a few highlights from this broad roster include a Latinx Mentoring Program lunch, Black History Month, and Trans Day of Visibility. Every quarter, we share our progress and opportunities toward our culture and inclusion goals through our Quarterly Culture & Inclusion Report. In 2021, we also held more than 40 community events including:

- **Latinx LGBTQIA+ Trailblazers:** A Pride event co-hosted by WayOut and Latinx@Wayfair ERGs celebrating activists, musicians, poets, government officials, and more
- **International Women's Day Fireside Chat:** co-hosted by Women@Work and Gender Diversity in Tech ERGs with German businessperson Anke Schäferkordt and featuring Wayfair Board members

- **Speaking to Your Kids About Thanksgiving and What it Means to Native/Indigenous Communities:** A discussion co-hosted by WayNative and WayCaregivers featuring educator and activist Paula Peters, a member of the Mashpee Wampanoag tribe

### Quarterly Voice Surveys

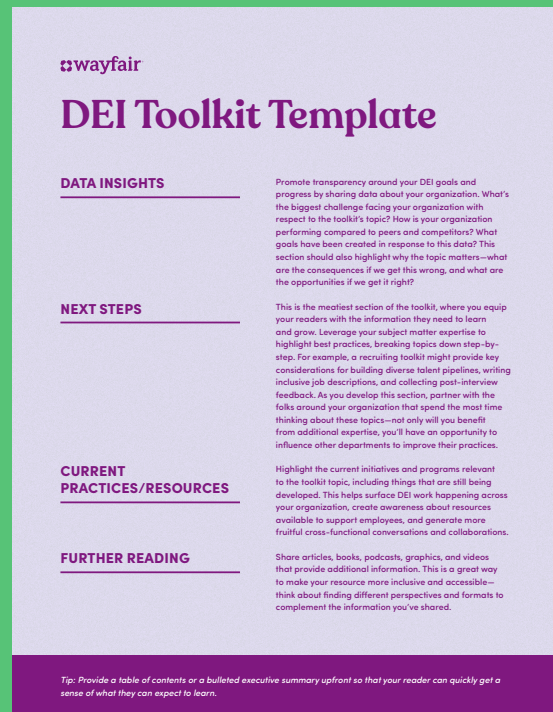
Quarterly Voice Surveys provide our employees with a space to share their concerns and celebrate the positive aspects of their Wayfair experience. The results help us understand employee concerns, monitor our progress, and collaborate with leaders from across the company to make meaningful change. Our goal is to model a culture of being "called in," instead of "called out," which allows us to be curious about feedback and get to work to address it.

Through the Voice Survey, we learned that we had work to do to improve employee confidence in leadership's ability to be inclusive. We added the Culture of Inclusion 201 training to RISE, our leadership training curriculum. The Voice Survey also kickstarted inclusivity work across the organization, as managers have responded to department-specific feedback. Creating a departmental DEI working group is often the first step that managers take to improve employee sentiment in their areas.

# Toolkits

Our digital toolkits are designed to support Wayfairians with topics like cultural competence, allyship, sponsorship, and courageous conversations. Each toolkit is designed to highlight a specific topic through a mix of videos, articles, and presentations. Downloaded more than 7,000 times in 2021, these resources provide foundational information, data insights, checklists, and ways to take action. Our most popular toolkits include:

- Racial Equity Toolkit: Performance Evaluations
- Creating a Culture of Inclusion: The Performance Process
- Creating a Culture of Inclusion: Engagement, Ways of Working Guide, and Quick Tips on Inclusive Pronouns



# Training Events

Our commitment to learning included a series of new training events in 2021.

## TALENT ACQUISITION DEI TRAINING SERIES

When we asked recruiters what barriers they experience in recruiting candidates, the top challenge they cited was ensuring hiring managers avoid even the perception of bias. In response, we developed and facilitated a Recruiting Manager DEI training to equip hiring managers with the tools they need to confidently support the recruiters during candidate searches. This interactive training had breakout sessions where recruiters role-played different stakeholder management scenarios.

## TALENT ACQUISITION DEI COFFEE CHATS

Our Talent Acquisition team hosts bi-weekly DEI Coffee Chat open forums for recruiters to share DEI-related resources and hear from guest speakers from across our company, such as ERG members. Recent chats have highlighted our inclusion partnerships with groups like BostonWhileBlack and Hiring Our Heroes, shared inclusive talent sourcing tips, and spotlighted events and milestones such as Women’s History Month.

## CREATING A CULTURE OF INCLUSION TRAINING SERIES

In 2020, we started the Creating a Culture of Inclusion training series to help Wayfairians increase their awareness of unconscious bias, better understand DEI terminology, and recognize inequity. Today, we continue to offer this global e-learning opportunity to all employees, and we offer instructor-led training for our leadership. As a result, 82% of leaders said they better understand how to contribute to the culture of inclusion across the company.

“As a recruiter, I find the DEI Coffee Chats to be an invaluable opportunity to speak openly about opportunity areas we see as recruiters, as well as to celebrate our wins. It increases my awareness of needing to be intentional with my DEI sourcing, and the need to be mindful to provide my candidates from underrepresented groups a positive interview experience.”

—Angie Lillard (she/her)  
Senior Recruiter

# Developing & Retaining Talent

## Mitigating Unconscious Bias in Performance Evaluations

Removing unconscious bias while evaluating and developing talent remains a high priority. We believe that a performance-driven, formula-based approach to compensation drives pay equity, defined as equal pay for equal work.

We run our compensation cycle annually, and employees are eligible for raises based on their performance ratings. Throughout the process, we monitor for potential differences in pay across voluntarily self-disclosed employee demographics, controlling for various factors, such as role, level, and performance.

In 2021, we achieved pay equity for each employment level across gender, race, and age for all of our U.S. employees participating in the annual review cycle. While we acknowledge this success, we continually review and improve our approach to ensure continued pay equity and fair performance evaluation for all Wayfairians.

## Meet Zalika Winitzer (she/they)

Senior Manager, DEI Strategy | Boston, MA



“After working for many years as an independent consultant specializing in DEI, I received an invitation to join the Wayfair team. Part of the reason I’m here is the company’s extraordinary use of data, and especially its use in discovering issues of importance for our team.”

“Since my arrival, my role has evolved, and my current focus for Wayfair is DEI awareness strategy. I love this work because it gives me the chance to do what I absolutely enjoy – knocking down silos, making introductions, and building bridges towards understanding.”

“A great example of this is the Racial Equity Lens and Cultural Competency & Awareness toolkit developed in response to data suggesting opportunities for improving racial equity and inclusion. We also recognize that DEI is the responsibility of all Wayfairians, not just a select few. So, we scaled employee DEI engagement by offering downloadable e-learning with resources that offer foundational knowledge all Wayfairians can act on.”

“Through my work, I was given the chance to not only create new tools and resources, but to shift comfort levels to a place that helps us navigate difficult conversations and create a space for freedom of expression. As I reflect by asking, ‘What does maturation look like with DEI,’ I look forward to ways we will continually embed DEI objectives and achieve results across Wayfair.”

## THIRD-PARTY REVIEW

Our Third-Party Review program helps employees receive objective feedback in their performance reviews from individuals outside of their direct management chain. Through this program, neutral reviewers read performance evaluations and identify potential bias precursors, insufficient details, or possible unconscious biases. We found that 63% of managers felt they received helpful suggestions from their third-party reviewers, and 43% of managers felt it led to more actionable feedback delivered to their employee. Our goal is to offer this program more broadly during development conversations to continue to grow awareness of unconscious bias and improve the overall performance review experience for all Wayfairians.

## BIAS ANALYZER TOOL

To help address and minimize the use of potentially biased language in performance evaluations, we created the Bias Analyzer Tool to help managers identify and mitigate potential unconscious bias in their employees' performance reviews. Our Talent Technology team is leading the effort to refine and enhance the existing tool, expand its use beyond performance reviews, and apply our employees' understanding of equity and fairness at Wayfair to drive future iterations of the tool.



## Human Rights Campaign Corporate Equality Index

Our commitment to equity earned us a perfect score in the Human Rights Campaign's (HRC) Corporate Equality Index in 2021. HRC uses rigorous guidelines that employers must meet or exceed to be recognized for creating a culture of inclusivity for those who identify as part of the LGBTQIA+ community. We support our employees' whole identities through inclusive benefits, including domestic-partner benefits, transgender-inclusive health care benefits, and supportive policies for gender affirmation.

### Bias Analyzer Tool Statistics

10,865

times accessed by reviewers

2,169,492

words analyzed

42,939

words flagged for potential bias

“As a member of WayOut, I've been impressed by Wayfair's care and consideration in rounding out benefits that are important to our community.”

—Craig Burns (he/him)  
WayOut Co-Lead

# Employee Resource & Affinity Groups

More than 3,000 Wayfairians have come together through Employee Resource Groups (ERGs) and Affinity Groups (AGs) to celebrate their shared cultures and experiences. These groups build community and allyship by opening space for meaningful — and sometimes difficult — dialogue. And this dialogue results in actions we take together.

## How Our ERGs Work

Employee Resource Groups were created by and for employees to elevate perspectives and increase populations of broadly diverse communities that help make Wayfair a more inclusive workplace.

ERGs exist to support:

- Members by offering unique career and professional development opportunities
- Communities where we live and work by providing volunteers at community-based organizations
- Wayfair by providing market insights and assisting with business decisions affecting demographic groups

Our ERGs are led by employees with support from the Culture & Inclusion team and an executive sponsor. These groups bring together employees from across the company — including headquarters, front-line sales, service, and supply chain locations — to drive conversations about issues that matter.

In 2021, we expanded our ERGs to employees worldwide ensuring that no matter where they are, Wayfairians can find an ERG where they feel they belong and take part in the opportunities they offer.

## 2021 ERG & AG Highlights



**WAY40+:** Way40+ brings together the collective experiences of Wayfairians over 40. Through this newly launched ERG, we're working with members to increase age diversity and promote age-related equity across our business.



**EU WayCaregivers:** We relaunched our EU WayCaregivers ERG, which fosters a space for caregivers and their allies. Our membership grew 300% in 2021, and we're welcoming more Wayfairians from Ireland, Germany, and the U.K.



**WayBlack Professional Fireside Chat Series:** Our WayBlack ERG hosted a fourth installment of our Professional Fireside Chat series. This gave our senior leaders a chance to bring our **People Principles** to life through personal stories about lessons they've learned at Wayfair.



**Immigrants@Wayfair:** Our ERGs came together to help alleviate some of the challenges associated with working as a foreign national.

- Immigrants@Wayfair partnered with tax professionals to help with nonresident tax filings.
- The South Asian Community ERG, with the help of our Immigration Team, organized a Permanent Residency 101 informational session. Nearly 100 Wayfairians joined to familiarize themselves with the application process.

# Building Our Infrastructure

We're looking beyond our four walls to help address some of the challenges related to equity and inclusion facing Wayfair and society more broadly. This effort includes our work to attract talent, programs to increase representation across our supply chain, and partnerships with organizations doing important work in our communities.

## Equitable Career Development

In 2021, our Talent Acquisition team focused on ensuring diverse representation in leadership roles. We intentionally crafted aspirational goals that stretch us as we track progress toward success.

In setting these goals, we looked across the global organization for potential gender and race/ethnicity underrepresentation at the Associate Director+ level regardless of location. We decided to focus on these goals to ensure

we decrease barriers that may prevent entry into leadership levels. We are focusing on our ability to leverage career progression and internal mobility to source talent in-house for future leadership. When setting these goals, we looked at current representation for these key demographics and then looked at external market data to understand availability in the market. Based on this information, we set aspirational targets that were realistic, but also optimistic in pushing us to make change.

While we have these measures in place to guide our recruitment and retention efforts, it's not just about the numbers for us. It's also about how we build a culture that attracts people and makes Wayfair a place where they feel they can belong.

### ASPIRATIONAL GOALS & 2021 PROGRESS

**>50%** of people starting in Senior Manager+ roles identify as **people of color, women, or non-binary**

**Progress:**

**323% year-over-year increase** in Black and Latinx Associate Director+ representation

**Progress:**

**33.2%** women and non-binary representation in leadership, **up from 25.2% in Q1 2021**

**>20%** of people starting in Senior Manager+ roles represent **underrepresented races and ethnicities**

**Progress:**

**12.8%** underrepresented hires to Senior Manager+ roles in 2021, a **1.4 percentage point increase from 2020**

## Culture Ambassador Program

Our Talent Acquisition team leads the Culture Ambassador Program, which offers interested candidates a more diverse, enhanced interview experience. Candidates can connect with one of our Culture Ambassadors to talk about Wayfair's workplace culture, including the company's commitment to DEI, in a confidential environment. In 2021, the program facilitated more than 300 cultural conversations with candidates.

## Workforce Development

Our partnerships with organizations like [Apprenti](#), [Year Up](#), [Hack Diversity](#), [Hiring Our Heroes](#), and [ReacHIRE](#) continue to connect underserved communities to professional opportunities with Wayfair. Our engagement with initiatives like the [SEO Tech Developer program](#), [CSMore at Cornell](#), [Enrich Scholars](#), [The Consortium](#), and the [Tribe Academy](#) Diversity Conference is helping connect students and early career professionals with key professional development workshops and resources.

Partnerships are helping us hire underrepresented talent.

75%

of Hack Diversity interns received either a full-time software engineering offer or a returning internship offer for summer 2022

80%

of Apprenti apprentices who completed training were hired full-time

76%

of ReacHIRE contractors were converted to full-time roles or had their contracts extended

## Supplier Diversity

Launched in 2020, our Supplier Diversity Program is evolving from a grassroots, volunteer-led effort to a formal dedicated team focused on expanding a diverse network of suppliers.

As a first step, we're working with our existing suppliers that identify as Black, Latinx, or women-owned. Through our North American supplier survey, we identified 957 unique suppliers who are eligible for the program. These included suppliers owned by individuals who identify as Asian, Black, Latinx, Native American, women, veterans, and people with disabilities. Drawing on responses from these suppliers, we gathered insights and data about their unique business needs and barriers to growth.

We also offered one-on-one consultations to a number of our Black and Latinx suppliers throughout 2021. These coaching efforts focused on equipping existing suppliers with information and support to succeed within the Wayfair platform.

These successful initiatives led to the decision to launch a dedicated supplier diversity team within Wayfair Category Management focused on Black-owned suppliers in April 2022.

## Supporting Community Partners

Our strategy for community impact starts where we do — with all things home. As we identify partnerships with community-based organizations that serve underrepresented communities, we prioritize organizations focused on helping families find permanent and stable housing.

We evaluate potential nonprofit and community partners through the lens of our own DEI commitment, while also prioritizing organizations that are global or support communities in regions where Wayfair operates. Similarly, we look for employee volunteer opportunities that empower Wayfairians to engage with community-based organizations that are particularly meaningful to them and that reflect their backgrounds and affinities. Globally, we have formed partnerships or agreements with 42 mission-driven nonprofit organizations.

Read more about our [Corporate Responsibility](#) efforts.

## Advancing Racial Equity

In 2021, we announced a **\$30 million commitment** to social impact investing, including a \$20 million investment in the Black Economic Development Fund (BEDF). Launched and managed by the Local Initiatives Support Corporation (LISC), the BEDF invests in Black-led financial institutions, anchor institutions, and businesses to improve access to capital and expand economic opportunity for Black communities.

Wayfair again celebrated Black History Month in 2021 with a \$125,000 commitment to the **UNCF** in support of its mission to help underrepresented students become highly qualified college graduates. Wayfair partnered with UNCF to empower our customers to donate at checkout and help UNCF enable students to thrive, graduate, and become leaders in their communities.

As a founding partner of **BostonWhileBlack**, we're investing in the future of Black professionals, entrepreneurs, and students — within Wayfair and across greater Boston. We provide Wayfairians with complimentary access to the organization's network and resources, including a connection to a wider community through culturally relevant experiences and opportunities for personal and professional growth.

## Employee Engagement & Volunteerism

All Wayfairians receive paid volunteer time off and access to volunteer match grants to support the causes they care about. In 2021, Wayfair led two volunteer efforts focused on serving LGBTQIA+ youth and adults facing isolation during the COVID-19 pandemic. Wayfairians also joined City Year's annual MLK Day of Service with Boston Public Schools in collaboration with our WayBlack employee resource group.

To close out 2021, our Home for the Holidays campaign included employee-led giving to a list of organizations aligned with Wayfair communities. Organizations included the **Immigrant Legal Resource Center**, **Home Free USA**, **National Council on Independent Living**, and **The Trevor Project**.

# Our Promise Forward

We celebrated change in 2021, reflecting on a promise we made in 2020. As 2022 unfolds, Wayfair remains dedicated to DEI by doing more for our employees and our customers. We plan to take thoughtful steps that keep us proactive, not reactive.

One of our team objectives for 2022 is to optimize programming for positive and equitable outcomes in hiring, performance, and career development through these steps:

- Creating specific onboarding support for new women and non-binary leaders and leaders of color
- Implementing a manager inclusivity score to continue fostering accountability around DEI
- Partnering across our Talent organization to help drive retention efforts, especially among underrepresented races and ethnicities

Thanks to the actions of every Wayfairian, we've grown and transformed programs and partnerships that infuse inclusivity into everything we do. Our next steps will be bold, remain actionable, and keep us nimble. At the same time, we are looking to balance progress with humility, understanding that our goal to move through transformation into a sustainable DEI state may take us longer than we initially thought. We're not letting up — this work is important to us, and we're determined to get it right.

We will continue being transparent as we plan for 2022 and will keep pursuing every opportunity to strengthen our approach to diversity, equity, and inclusion.



## 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,” “could,” “intends,” “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 and marketing strategies and our plans and objectives for creating an inclusive and diverse working environment for current and potential employees, 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. 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. Wayfair does not undertake to update any forward-looking statement as a result of new information or future events or developments.

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