



# Change Starts at Home

**2021 Diversity, Equity, & Inclusion Report**





To our community,

In the last year, we have faced challenge after challenge: a global pandemic, heightened awareness around racial justice and systemic inequities, and changes in our workplace. There has never been such a powerful overlap between our personal and professional lives, and it has become even more imperative to prioritize a sense of belonging. Now is the time to reevaluate how and what we will do to move forward together – and the Diversity, Equity & Inclusion (DEI) space at Wayfair is the megaphone for our people.

Today, we are formally introducing **“Change Starts at Home”** – our first global DEI report. This is much more than a title – it’s weaving a fabric of change within our company. It’s tough, must-have conversations. It’s understanding community issues. It’s sharing experiences. And most importantly, it’s the self-reflection that centers on doing the right thing for our people, our customers, our partners, our work, and the communities we serve.

While we are proud of what we have been able to accomplish, we know that there is so much more work to be done. We will continue to build on this foundational work to ensure that a sense of belonging replaces and conquers systemic biases and inequities. We are committed to being an organization that tackles big, complex problems by using data and empowering our people, no matter their level or tenure, to do the right thing.

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**  
Global Head, Culture & Inclusion



5

**Change Starts  
at Home: Our  
Renovation Plan**

9

**Leadership  
Commitment  
& Collaboration**

13

**Awareness  
& Education**

17

**Executive  
Summary: Laying  
the Foundation of  
Racial Equity**

# Table of Contents

## Understanding DEI at Wayfair

While these are responsibilities of every Wayfairian, diversity, equity, and inclusion (DEI) at Wayfair are driven by our DEI and DEI Analytics teams, which fall within a broader Culture & Inclusion (C&I) work group.

These teams work cross-functionally to embed DEI principles into the organization, allowing Wayfair to fully benefit from the ideas, suggestions, and feedback that are unique to our diverse and talented workforce. Creating an environment that allows our people to bring their authentic selves to work each and every day enables us to bring a feeling of home to our customers. While this is our first annual DEI report, this important work actually began more than three years ago – and in 2020 that work continued with a focus on embedding DEI as a key part of our culture and amplifying its impact.

At Wayfair, the underpinning of our commitment to DEI is the belief that, “We are eclectic. Designed for all.” There is no vision without variety, and there is no success without the celebration of our individual strengths. In our pursuit for equity, we do our best to tailor everyone’s experience with us – to help each unique individual feel at home at work.

## Connecting Data & People

Data helps us to identify and tackle complex opportunities across the company, including how we support our people.

At Wayfair, we pride ourselves on making reasoned, calculated decisions based on data. The decisions we make around DEI are no exception. We analyze quantitative and qualitative data to identify opportunity areas, set goals for improvement, and track our progress over time. We share our findings across the organization – and, now for the first time, externally – because we believe a well-informed team is better equipped to drive meaningful change. Providing this level of transparency ensures we remain accountable for getting there.

23

**Building Our  
Infrastructure**

27

**Employee Resource  
Groups (ERGS)**

33

**Our Promise  
Forward**

35

**Appendix:  
Who Makes  
up Our Home**



# Change Starts at Home: Our Renovation Plan

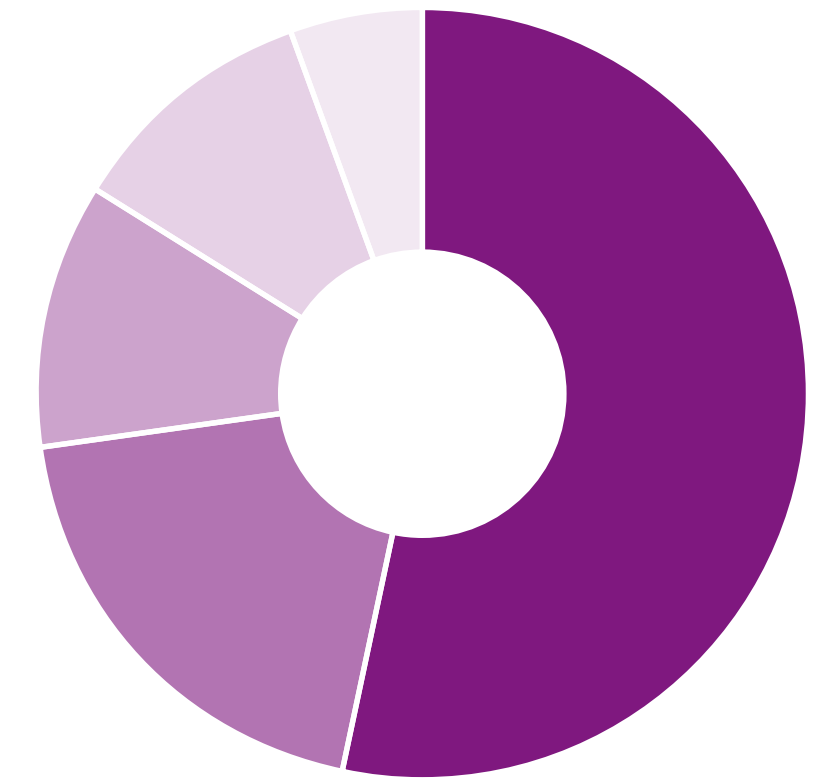
Regardless of size or sector, we believe that no organization should strive to simply keep pace with industry peers when it comes to employee representation. We've seen the data released by others in the technology sector and we are proud to say we stack up well, but we know that we can do better. We are not satisfied with the status quo because being average simply isn't in our DNA. Self-reflection is one of the most important (and difficult) things any person or organization can do on the path to making improvements. As much as this report showcases the inspiring and incredible work we are doing to make our company the best place for our people—it's about being honest, and reflecting on where we are and how far we need to go to get there.

Gender (Global)



53% Man 46% Woman >1% Non-Binary

Race/Ethnicity (US Only)



53% White 20% Black 11% Asian  
11% Latinx 5% Other

Our representation challenge doesn't include solely women or those from racially underrepresented groups. It's both. **Women of color make up only 8% of our overall workforce.**



## Pay Equity

Historically, women and those from racially/ethnically underrepresented groups (Black, Latinx, Native American), have not had a seat at technology's table. In the United States, women in racially/ethnically underrepresented groups earn \$0.74 for every dollar a white man earns\*.

To mitigate bias as much as possible, we take a formulaic approach to determine pay raises to ensure equal pay for equal work. Although we have a team that is regularly reviewing and improving our formula, we know that inputs can result in the perception of pay differences. Since employees at higher levels have higher salaries, our biggest opportunity is to increase currently underrepresented groups at those levels. While we celebrate our bias-busting approach to compensation, continual monitoring of pay equity will remain a top priority.

\*Payscale's The State of The Gender Gap in 2021  
([www.payscale.com/data/gender-pay-gap](http://www.payscale.com/data/gender-pay-gap))

To hold ourselves accountable to creating a future where we have an equitable and inclusive environment, we have grouped our actionable items into four distinct areas.

- 1 Leadership Commitment & Collaboration
- 2 Awareness & Education
- 3 Building Our Infrastructure
- 4 Employee Resource Groups



We are **not satisfied** with the **status quo** because **being average** simply **isn't** in our DNA.





# Leadership Commitment & Collaboration

Making change in a global company requires the buy-in and support of all stakeholders, especially senior leaders. Throughout 2020, we doubled down on initiatives and partnerships with leadership to set the groundwork for the change we wanted to see.



## Conversations

### Change Starts at Home: Panel Discussions

Our flagship initiative began as an outlet for Wayfarers to have real conversations around the experiences of our Black colleagues after the murders of George Floyd, Breonna Taylor, and Ahmaud Arbery. These panel discussions, which include members of our ERGs, senior leadership, and our co-founders, had a total viewership of nearly 15,000 unique views. Topics covered have included racial injustice (three-part series), pride and intersectionality, disability awareness and accessibility, women's equality, Latinx heritage, military community, and Native American heritage.

### How We Work: A Conversation on Wayfair Culture

Maintaining a resilient, vibrant, and inclusive culture is a priority for our executive team. Our CEO and co-founder, Niraj Shah, has a quarterly interactive livestream for new managers, "How We Work: A Conversation on Culture," to give an overview of his thoughts on Wayfair culture, including our People Principles. He answers a range of questions on our culture in action, the business, and management with an increasing focus on how DEI factors into all of these areas. As key stewards of the culture, managers are assigned this training after they complete 90 days at Wayfair.

## Culture & Inclusion Analytics Road Shows

Our Culture & Inclusive Analytics team launched a road show series that helped create company-wide transparency around DEI data across the employee life cycle using metrics from the quarterly engagement survey, performance evaluations and other key points in the employee lifecycle.

## Councils: Impact & DEI

To ensure that this important work remained integrated across the organization, we encouraged the formation of department-level DEI councils that capitalize on engagement.

The Impact Council is a chartered committee focused on DEI and corporate responsibility (social impact and sustainability). It is led by senior leaders in partnership with employees of various levels from across the business. The purpose of the group is to assess our current DEI and corporate responsibility challenges and opportunities by reviewing initiatives and aligning lines of business on key areas of investment that move Wayfair forward in creating a more impactful culture.

“As a company that is rooted in solving hard problems, we are committed to making real change by being data-driven, by testing and learning, and by collaborating and having honest – and often uncomfortable – conversations to ensure that Wayfair is a place where everyone can bring their true self to work and feel at home.

**Niraj Shah** | CEO & Co-Founder



“Even though we are scattered across the globe, seeing my teammates share stories of their lived experiences – and the pain and joy that can come along with them – has not just helped me feel connected in an all-digital world but has built stronger and closer bonds forged in empathy and mutual growth.”

**Elizabeth Good** | Senior Manager, Tech Talent Development, Engineering



2

# Awareness & Education

Throughout 2020, we worked closely with our ERGs and cross-functional leads to create an abundance of DEI resources including toolkits, training, blog posts, learning content, websites, and events – all centered around data and the input of our people.



## Toolkits

We created digital toolkits that help us put DEI theories into practice. Each toolkit is focused on one particular topic and contains videos, articles, and presentations. These self-service resources provide foundational information, data insights, checklists, and ways to take action. These are used on a stand-alone basis and are also tied to initiatives such as the quarterly Voice employee survey, as well as reminders related to other people processes. **These toolkits have been downloaded over 15,000 times.**

Example Toolkits include: Inclusive Pronouns, Allyship, DEI Working Groups, Creating a Culture of Inclusion (Recruitment & Hiring, Career Development, Performance, Engagement, and Retention), Virtual Teams, Engagement in COVID-19, Manager Resources, Managing Those Who Are Caregivers, Men as Allies, Quick Tips on Addressing Micro/Macroaggressions.

## Select Trainings & Events

### Talent Acquisition DEI Training Series

Talent Acquisition (TA) training is part of the long-term and sustainable effort to increase diversity in our candidate pools; a crucial foundational step for improving representation. Our TA DEI training, attended by 98% of our recruiting team, focused on mitigating bias and increasing outreach to underrepresented groups. These sessions led to the creation of organization-wide diversity hiring goals.

### Creating a Culture of Inclusion Training Series

Based on our Ways of Working guide, this global e-learning for all employees, addresses how each of us can approach inequities and increase general awareness of unconscious bias and DEI terms in our everyday. Our annual Sexual Harassment training was enhanced to show common micro-inequities and more subtle acts of sexual harrassment. By the end of Q2 2021, we will be launching an annual required anti-discrimination e-learning for all employees.

## Mitigating Racial Bias in Performance Evaluations

Racial equity in performance reviews became a core focus after analyzing our internal data. C&I identified the need to create a racial-equity framework, toolkit, and checklist for mitigating bias in performance evaluations. The launch of these resources coincided with a training for senior executives on racial equity and anti-racism. To round out the support, we offer office hours to managers and leaders to talk about these topics and resources. The task force ran two pilots during the 2021 winter performance cycle, and is encouraged by the progress we've seen to date.

Additionally, our Engineering work group created a Performance Review Bias Analyzer tool. This tool allows anyone who is writing a review to check for instances of biased language and evaluate the rationale for those words in context to root out cases of unconscious bias, potentially reframe the language, and/or take another look at how they are evaluating their peers and direct reports.



## Allyship Channels & Events

We launched our first allyship event, “Supporting Our Black Community: Starting the Conversation,” co-sponsored by 11 ERGs during summer 2020, with over 500 attendees. Additionally, we dedicated a channel for communication about allyship for the Black community that’s currently home to ~1,250 users. To date, we have had 14 allyship events covering a variety of topics, including the ongoing cost of Southern nostalgia, how to have a productive dialogue with those who disagree with you, how we can use Asian American privilege for BLM, and contextualizing anti-Blackness in white masculinity. We’ve also created a dedicated communication channel for allyship for Native American and Indigenous people.

## Certified Interview Program Training

We have embedded inclusion, bias, and microaggression concepts into many of the other trainings at Wayfair, including: our Certified Interview Program (CIP), which is meant for everyone who is part of the hiring process/decisions at Wayfair, Certified Calibration Facilitator Program, orientation, and manager and leadership development programs.

## Centering Inclusive Language Behind the Scenes

We know that a focus on big initiatives alone won’t make lasting change. It also takes small, everyday actions to create the mindset shift to act as a catalyst for changing the way we think and, ultimately, the way we behave. This is why we have spent so much time thinking about the everyday language that actively works against the progress we are trying to make at Wayfair and ways in which we can interrupt those processes behind the scenes.

In the home space, the term “master” has traditionally been used to describe principle bedrooms or bathrooms, with many people overlooking that this racialized language is associated with slavery. To improve the inclusiveness of our style definitions on-site, we adjusted how we classified specific granularities of style, with “Master Style” and “Sub Style” now referred to as “Primary Style” and “Secondary Style.” A similar goal was identified by our Engineering teams in their efforts to remove the “master” and “slave” commands in coding language behind the scenes.

Externally, we adjusted how we categorize styles on-site. Previously, we classified certain products as “Global,” but we realized this was a western-centric idealization since these products were no different than those labeled “Traditional,” “Modern,” “Coastal,” or “Boho,” for example. “Global” is no longer active as a customer-facing style to filter, resulting in a more consistent and inclusive experience on-site. While this effort was piloted in the U.S., we are working to extend these site improvements in our other markets.

We’ve also seen inclusive efforts take place across various teams including members of our Marketing team who developed plans for a more inclusive marketing strategy. Engineers and members of A11Y, our digital accessibility group at Wayfair, piloted tech tools for a better web experience for our neurodiverse customers and employees, and they also automated identification of biased language in performance reviews.

In 2020, we focused on further tightening our process to ensure products that may be considered offensive do not appear on our site. As we head into 2021, we will continue these important efforts as our product catalog continues to grow.





# Laying the Foundation of Racial Equity

On May 25, 2020, it took **eight minutes** and **46 seconds** to spark a flame. And while we'd like to say this fire started that late spring day when George Floyd was murdered, our Black communities have felt this heat for decades. Our support for racial equity is imperative, and we need to ensure that our employees, partners, and customers know where we stand on issues of racial injustice and inequality both inside and outside of Wayfair. **Here's how.**

## Creating a Culture of Inclusion

We spent a long time listening to employees and identifying where we could be more inclusive across the organization, resulting in the creation of a roadmap and a set of initiatives that could be leveraged to support our most marginalized populations. The first step was identifying leaders to act as advocates and sponsors for our ERGs, many of whom have existed without structure for years. The first group we partnered with to find an executive sponsor was WayBlack, where we selected Paul Toms, a long tenured Wayfairian, and our VP of Pricing, Forecasting & Supplier Experience.

Executive sponsors are selected, in part, because they represent a different dimension of diversity or intersectionality from the sponsored group, creating an opportunity for learning, advocacy, and allyship.

WayBlack quickly became the group to pilot new approaches and inform opportunities for the organization by creating and launching their mentoring program, leading the first heritage-month celebrations and communications across the organization, and creating a platform that promoted partnership across ERG chapters and shared volunteering events for the community.

It was because of this advanced work that Wayfair was in a position to recognize, respond to, and deepen our commitment to inclusion and, specifically, racial equity during the spring of 2020. Leaders of WayBlack were right there with the C&I team to co-draft communications and launch new training programs for their community, Wayfair employees, Wayfair customers, and our partners.

## Creating an Equitable Career Ladder

Before looking at hiring goals, we focused on internal mobility and performance. Across Wayfair overall, we were able to see consistent discrepancies for Black employees in recruiting rates, hiring rates, performance ratings, career advancement, and attrition rates. By aligning the data with senior leaders and departments, we could see which trends were most common (e.g., longer time to promote), where it seemed departments were doing well, and where we could share best practices.

“This role has allowed me to view important issues through a lens that is very different from my own, which has helped make me a more empathetic person and a better, more inclusive leader. Seeing the evolution of WayBlack and what the group has accomplished has provided me with a stronger understanding of what it means to be an ally.”

**Paul Toms** | VP of Pricing, Forecasting & Supplier Experience



WayBlack Black History Month MIXR | Feb. 2020





Easy access to the data pushed our leaders to ask additional questions to better understand the story/ experience for different groups. This led to our work leveraging Natural Language Processing (NLP) to do a text analysis for racially underrepresented groups. Our NLP analyses provided us with invaluable insights for our written performance reviews, from words or phrases we should identify as biased to inconsistencies in the total word count. We shared this information with all reporting managers and simultaneously launched the Performance Equity Task Force which immediately created toolkits and training on using a racial equity lens in performance reviews, and a guide for managing bias in the process.

Ahead of the NLP work, the data laid bare that we have work to do in order to increase overall representation as well as representation at the leadership level. To do this, we outlined hiring goals that are currently set to increase the number of people who identify as women, Black, or Latinx at the Senior Manager+ level by 50%. In order to make progress toward these goals, we have launched partnerships with Boston While Black (BWB) ([bostonwhileblack.com](http://bostonwhileblack.com)), Valence ([valence.community](http://valence.community)) and The Partnership, Inc. ([thepartnershipinc.org](http://thepartnershipinc.org)) to build a pipeline of leadership and provide a community through which folks can find additional support and mentoring. These goals are not solely for external hires. We have leveraged the Next Generation Executive (NGE) ([www.thepartnershipinc.org/services/leadership-development/](http://www.thepartnershipinc.org/services/leadership-development/)) leadership development program as well as a coaching engagement for Black leaders as pilots to explore targeted development for leaders of color.

## Corporate Responsibility & Customer Focus as a Catalyst for Impact

As we built plans to mature our DEI strategy, we formed a strong connection with our Corporate Responsibility (CR) team in order to support and influence how we vet partnerships and identify opportunities that will positively impact the communities where we work, live, and serve. In June, our CR team launched an employee matching campaign to support donations made to racial justice organizations. Our employees heard the call and pushed Wayfair to a commitment totaling \$900,000 in the span of 30 days.

In early 2020, we started the foundational work of pulling together a team to create a supplier diversity program, the initial proposal for which was co-authored by a member of WayBlack and our Culture & Inclusion team. To date, this initiative has sourced over 20 new Black-owned suppliers. We have conducted business reviews with a select group of Black-owned suppliers to help accelerate their growth and are working to onboard additional Black suppliers to our platform.

Our CR team launched an employee matching campaign and pushed Wayfair to a commitment totaling \$900,000 in the span of 30 days.

## The Road Ahead

In a move that underscores a commitment to learning and action, Wayfair leadership made Martin Luther King Jr. Day a company-wide holiday starting in 2020. Co-founder Steve Conine sent a letter to employees reflecting on this day of service just weeks after we announced that all U.S. hourly employees would be paid a minimum of \$15/hour – demonstrating a commitment to equity and prioritizing our employees.

While neither of these actions is meant to solely benefit one group, we know that the outsized impacts of these actions will be felt by those groups most affected by both COVID-19 and structural and institutional inequity. Our goal is to take the collective learnings from the work we've launched and use that knowledge to level the playing field for Black Wayfairians and create a series of vetted, proven initiatives for all groups currently underrepresented at Wayfair.

Monday is Martin Luther King, Jr. Day in the United States, and now, more than ever, it's important for us to acknowledge the significance of this day and Dr. King's vision for a better America. Racial equity and justice were the foundation of Dr. King's work. Amid ongoing division and violence in the United States, Niraj and I hope you will take time on this paid holiday to reflect on Dr. King's legacy and explore ways to support progress.

This has been a challenging year across our global community. As a company, we are committed to confronting racism together and have created forums to learn from one another to drive understanding and change. While I'm encouraged by the progress we've made at Wayfair, unfortunately, we continue to see events in the greater community that highlight the inconsistencies faced by people of color in all facets of life. These events have shaken many of us and compounded the emotional toll of the global pandemic. We also know our Black employees, in particular, have borne the weight of these emotional burdens and we want our Black employees to know we recognize this and support them.

As a growing brand and major employer, we have an opportunity and responsibility to advance equity and justice in our communities. To that end, we are kicking off a partnership across Wayfair.com, AllModern, Birch Lane and Joss & Main to raise funds for UNCF, the nation's largest education organization for racially underrepresented groups. Today through the end of February, Wayfair will match 100% of customer donations to UNCF to help drive their mission of creating more opportunities for students of color. As a reminder, we also match employee donations to qualifying charitable organizations, like UNCF, through our Employee Matching Program.

We know there is much work to be done and that it requires thoughtful and sustained effort on our part. I'm excited to see what we can accomplish in this new year. On this important holiday and every day throughout the year, thank you all for continuing to listen to, learn from, and support one another.



Steve & Niraj



3

# Building Our Infrastructure

Continuing on the thread of shared responsibility for building and sustaining a culture of inclusion at Wayfair, we've placed a heavy emphasis on implementing the organizational structure and governance needed to thoroughly embed DEI comprehensively within Wayfair. As part of this effort, we explored current DEI initiatives across all locations and levels within Wayfair to understand those who are already curating a culture of inclusion, creating platforms, and providing support to expand the reach of those efforts.

Here are some of our focus areas:



## Culture Ambassador Program

Our Culture Ambassador program was created as part of an effort to offer candidates a more diverse interview panel experience and a more enhanced candidate experience overall. This is a symptom of a larger issue: the lack of representation of employees from underrepresented groups across teams generally.

The program offers the ability for interested candidates to connect with a Culture Ambassador to talk about Wayfair's workplace culture broadly or more specifically, DEI topics. These conversations are confidential and have no bearing on the interview process, serving instead as an open forum for the candidate to ask questions and have a conversation with someone outside of their interview panel.

By opening up this channel of conversation for candidates and offering them an authentic connection with a Culture Ambassador, we believe it will lead to more candidates from diverse backgrounds accepting offers at Wayfair. This, in turn, will lead to diversification of our teams – both for future interview panels and throughout Wayfair as a whole. To date, this program has had over 1,000 candidates opt in to conversations with our Culture Ambassadors.

“Wayfair exceeded my expectations throughout the interview process. As an underrepresented minority in tech, diversity is often showcased and discussed but not exemplified throughout the interview process. I appreciated that Wayfair's recruiting team provided me multiple touch points and opportunities to connect with a wide array of employees within and outside of the recruiting organization.”

Senior Technical Recruiter | Culture Ambassador Program Participant

## Supplier Diversity

We are committed to embedding diversity at every step of Wayfair's supply chain. To that end, we launched our Supplier Diversity Program in the fall of 2020 as a grassroots effort. Since the launch of this program, we've spent time defining our mission and objectives, focusing on becoming a leader in creating equitable outcomes for furniture industry suppliers and applying our principles of diversity, equity, and inclusion to business outcomes for Black, Latinx, and women-owned accounts within our growing supplier base.

We have self-reported demographic data from 500 of our 12K U.S. suppliers and are swiftly expanding data collection. We're also working to grow revenue for suppliers in those three groups mentioned above. Our Supplier Diversity Program works in partnership with leaders and representatives from many of our teams, including Category Management, Merchandising, Operations, Promotions, Brand, and R&D and Government & Industry.



# Social Impact

We’ve always believed in supporting communities and are continuously looking for ways to leverage our operational capabilities and expertise to make an impact. This work isn’t handled by only one person or one team, but by the collective efforts of our organization.

## 1. Strategic Partnerships

We understand the need to leverage all of our resources and apply them to the communities that need them most – no matter where or who they are. A few notable examples include our nearly decade-long partnership with Habitat for Humanity through in-kind and sweat equity contributions, our partnership with Homes For Our Troops through customer donation opportunities, marketing opportunities, and in-kind product donations, and a recent partnership with the UNCF (uncf.org) where we empower their mission by educating our customers on the importance of their work. All of our partnerships are uniquely important, and our work with them is one of our proudest achievements.

## 2. Workforce Development, Training & Mentoring

Wayfair has partnered with multiple organizations, including Apprenti, Resilient Coders, Year Up, Junior Achievers, and Boston Public Schools to provide opportunities to underserved community members to empower themselves to have successful, equitable career paths. We recently provided the Boston Public Schools with the tools they need to ensure that students from underserved communities have access to healthy learning environments at home during the COVID-19 pandemic. Additionally we have partnered with organizations like reachHIRE and Hire our Heroes to support bringing people back to the workforce who had previously exited.

## 3. Employee Engagement & Volunteerism

The values of our community manifest in a variety of ways, including volunteering, taking advantage of Wayfair community support initiatives, serving on advisory boards, and consciously identifying new ways they can help those in need.

A powerful example of this took place in June of 2020, when frustrations about inequality and social unrest reached a boiling point. We rolled out a program where, for the month of June, employees were able to identify organizations they supported and submit a donation match request to Wayfair. By the end of the month, our employees submitted over 1,900 donation requests, resulting in a combined \$900,000+ in donations to organizations whose missions were to end racism, violence, and hate.

### 2020 Impact

In 2020 alone, Wayfair donated \$12 million to social impact initiatives across our entire global footprint and invested an additional \$3 million in small businesses through our Dinner to Go program. Employees contributed \$250,000+ to help those impacted by COVID-19, \$900,000+ in combined donations to organizations that support ending racism, and \$250,000 to Make a Wish America from the holiday giving campaign.

# COVID-19

The global COVID-19 pandemic has changed many things about day-to-day life, from how we work to how we support our families, see our friends, care for ourselves and each other. It has also impacted communities of color in more ways than some. Native American, Black, and Latinx people historically have not had equitable access to health care as a result of systemic racism. Discrimination and racism against Asians has also increased, and we want to ensure that we are remaining aware and supporting our employees where we can. Below is a partial overview of our pandemic response efforts to support employees.

- We provided increased pay for hourly employees in our fulfillment centers and home-delivery operations to recognize them for their hard work and dedication during an unprecedented time.
- Launched an emergency paid time off (EPTO) policy in March 2020 as the first among our peers. This enables team members who are not feeling well to stay home without losing pay.
- Helped our employees locate child care support as needed and provided subsidies through our WayCare childcare support program.
- Created the “Dinner to Go” program to provide two free meals each week to employees in our fulfillment centers and their families, partnering with local restaurants, which have been among the hardest hit during the peak of the pandemic. Through this program, which ran from April to November, more than **100 family-owned restaurants** participated across the U.S., Canada, and the U.K., and Wayfair associates shared **100K+ company-sponsored meals** at home with their families.
- Implemented an extensive safety and hygiene program across our logistics facilities, in partnership with expert epidemiologists, and include regular testing across our home-delivery operations.

Wayfair associates  
took more than 100K+  
company-sponsored  
meals home to their  
families



4

# Employee Resource Groups (ERGs)

Affinity and Employee Resource Groups (AGs/ERGs) create brave, inclusive spaces for community building, networking, and professional development and support all Wayfairians' continued learning about diversity, equity, and inclusion.

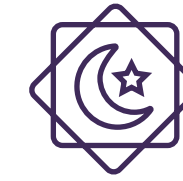


## How Our ERGs Work

ERGs are employee-created and employee-led with support from the Wayfair Talent team. Our ERGs aim to:

- Build a sense of community and belonging for employees.
- Connect people in social and professional ways.
- Empower employees, giving them a collective voice to speak and voice concerns with decision makers and management.
- Support learning and development by offering formal and informal educational and leadership opportunities.
- Be a resource for leadership and decision makers regarding staff/community issues, needs, and policies.
- Offer their expertise and experiences to improve equality and equity.
- Consult on business decisions to make better, more inclusive products and services.
- Support hiring and retention because employees are more likely to join and stay with a company if they are part of a strong community within the company and feel heard.

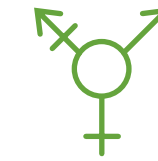
## Affinity Groups (AGs)



**Muslims@Wayfair**  
Culturally Muslim employees and allies



**Shalom@Wayfair**  
Culturally Jewish employees and allies



**Trans@Wayfair**  
Transgender, non-binary, gender non-conforming employees, and allies

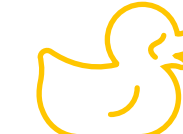


**Waysians**  
Asian employees and allies

## Employee Resource Groups (ERGs)



**Accessibility@Work**  
People with disabilities or chronic illnesses and allies



**Bootcamp Grads**  
Engineering employees with non-traditional educational backgrounds



**Caregivers**  
Parent employees, caretakers, and allies



**Immigrants@Wayfair**  
Immigrant populations and allies



**Latinx@Wayfair**  
Latinx employees and allies



**Military Community @ Wayfair**  
Service members, veterans, spouses, family members, and allies



**South Asian Community**  
South Asian employees and allies



**WayBlack**  
Black, African, African American, Caribbean, or Caribbean American employees and allies



**WayNative**  
Indigenous, Native, or First Nation employees and allies



**WayOut**  
LGBTQ+ employees and allies



**Women+ in Tech**  
Women, transgender, and non-binary employees in technical roles and allies



**Women+@Work**  
Women, transgender, and non-binary employees and allies



## Tracy Wuest

**Senior Manager-DEI Community | Boston, MA**

I joined Wayfair three and a half years ago and worked on the Talent Acquisition, Tech Talent Development, and Culture and Inclusion DEI teams. I stay at Wayfair because of the people and opportunities available here for personal and professional growth.

My current role as a Senior Manager on the Culture and inclusion team gifts me the experience of working closely with all of our AG/ERGs in an effort to expand and develop our DEI programs, plans and communications. The roles that our ERG and AG leads play are so incredibly important. They give our employees communities, voices, development and learning opportunities and help us continue our path to equity.

Being a co-lead of WayNative gave me a safe space to be my true-self. In creating WayNative, with Bonita Langle, we sought to extend this same feeling to other people at Wayfair who identify as Indigenous/Native and to use our collective voices to drive awareness and change in, and out, of Wayfair. It is a community in which brave conversations are not only accepted but encouraged.

I have no dissolutions about my 'white-presenting' privilege, and I know that because of it, I have the choice to stay hidden, but I choose not to. I am Native, I am a Caregiver, I am an immigrant, I am a Woman, I am an advocate and co-conspirator for all humans and all of our AGs/ERGs.

# Meet Tracy



“The South Asian Community ERG started with a potluck we had over Diwali! A number of South Asians at Wayfair at the time wanted to do something special for the occasion, which is celebrated with a lot of fanfare across the subcontinent. Since then, we’ve gone from a small group of twenty-five to a community of more than 500 South Asians at Wayfair! “

**Rashmi Subramanian**  
Associate Director (Eng), Warehouse Management Systems  
South Asian Community ERG

“I love being a lead for WayBlack Bryan. This gives us the opportunity to speak to colleagues around the company, educating them on the importance of respecting all of the talent that Black/African Americans bring to the company. Being able to use both of my passions of advocating for Black people and teaching/training our allies the best way to help their teams grow and adapt makes my career fulfilling, and I am so thankful for that.”

**Amber Robertson**  
Senior Trainer Specialist  
WayBlack Bryan ERG

“Growing up in Tijuana, Mexico and going to school in the U.S., I know the beauty and struggle that comes along with being a part of two very different cultures, so I was very excited to be able to volunteer my time to help unite the Latinx community within Wayfair.”

**Judy Paryeon**  
Home Services Associate  
Latinx@Wayfair ERG

“One of the biggest honors of my career has been the opportunity to co-lead the Women+@Wayfair Employee Resource Group of Boston. Each day, I am inspired by the incredible talent, resilience, and grit of Women+ at Wayfair. As of late, the leadership team and I have been hard at work preparing for Women’s History Month – an annual commemoration of the vital role and contributions of women+ throughout history and in society today. Our goal is to provide a meaningful framework and forum for the women+ communities at Wayfair to celebrate, learn, and amplify action.”

**Amanda Evans**  
Senior Manager, Head of Brand Experiences  
Women+@Work ERG

“[The mission of WayOut] is to support the members of the LGBTQ+ community and allies and provide a platform for them to engage in a fun and inclusive way. Being a part of this ERG and taking part in leading it means a lot to me because I am helping to facilitate a culture of inclusivity for my peers.”

**Collin Phillips**  
Leadership Development Consultant  
WayOut Utah ERG

“When I joined Wayfair, there was no formalized group for the LGBTQ+ community in Berlin. I found some like-minded people who were excited to start WayOut Berlin together. Now, a year later, we’re 100+ members and growing!”

**Patrick Tang**  
Head of EU Exclusive Brands  
Co-lead and Founding Member of WayOut Berlin ERG



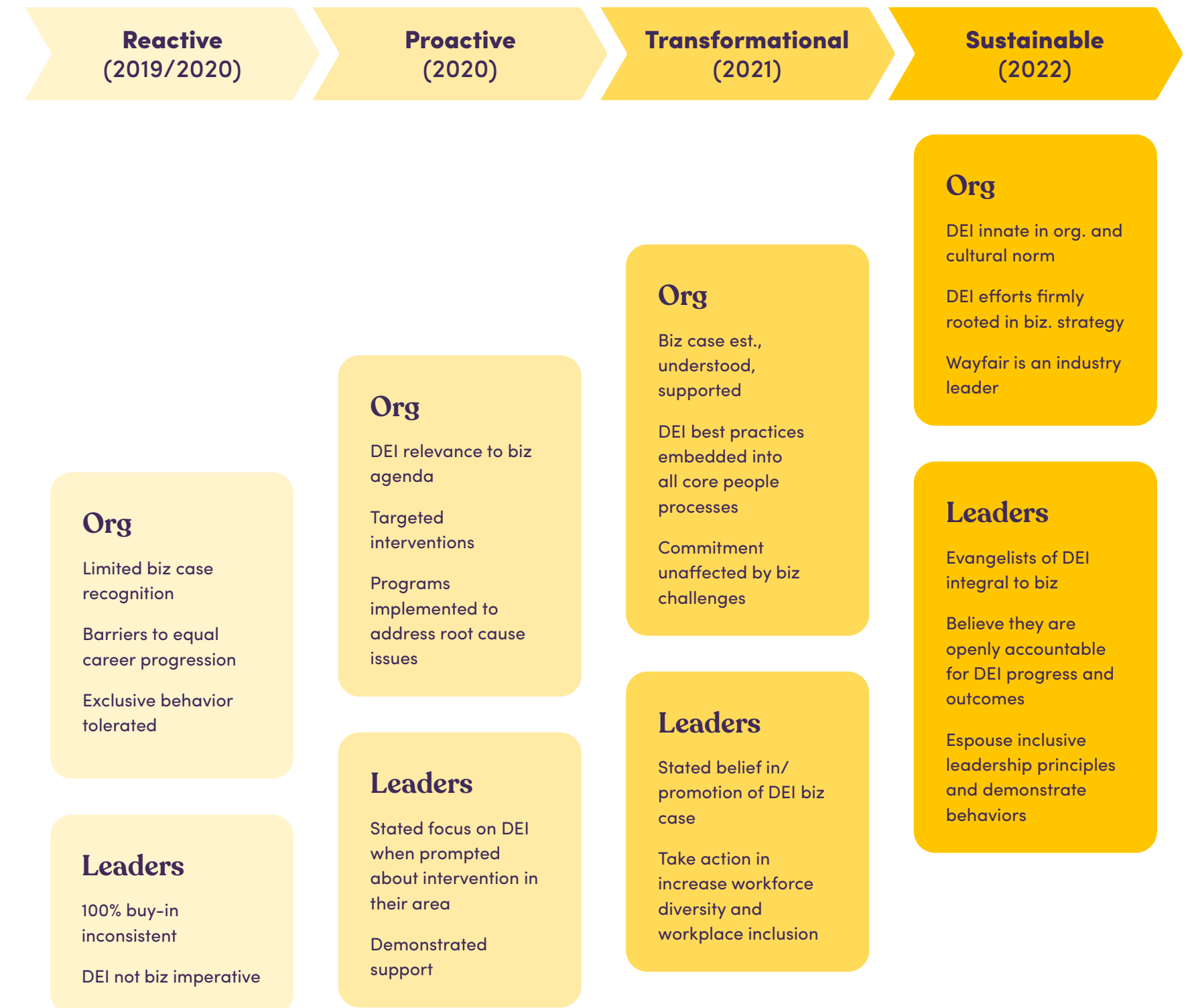
# Our Promise Forward

As we begin 2021, there is still uncertainty and opportunity that we carry over from 2020. But we are hopeful and we are dedicated.

We will continue the work of embedding inclusive practices holistically with the support and energy of the broader Wayfair community. We will be loud. Not just about what we are doing internally—but equally as important—who we partner with and how they make a positive impact for marginalized people and communities. We will be honest. We have outlined the company culture artifacts and leadership/employee behaviors we expect to be realized by the end of the year.

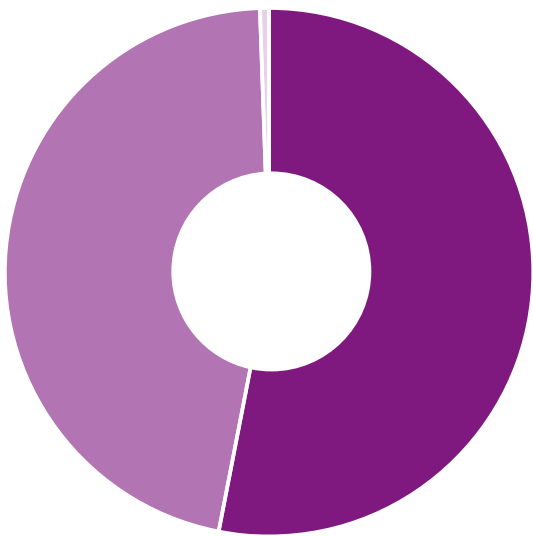
**Change is coming. We owe it to our customers, our employees, and our suppliers to be not just the destination for home—but a place that truly feels like it.**

## DEI Maturity Matrix: Wayfair's 3 Year Plan



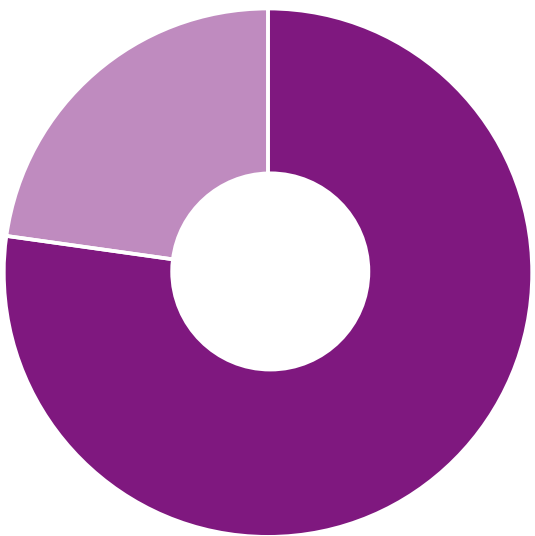


Gender (Global)



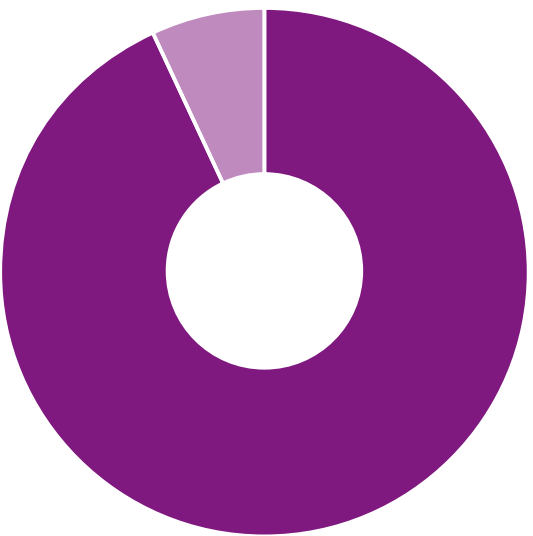
53% Man 46% Woman >1% Non-Binary

Age (Global)



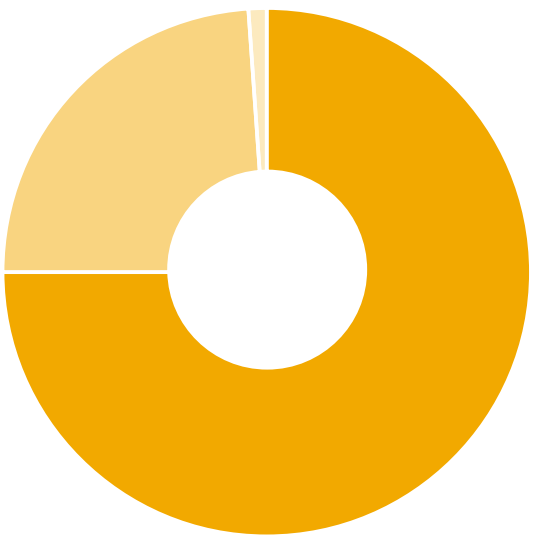
77% <40+ 23% 40+

LGBTQIA+ (Global)



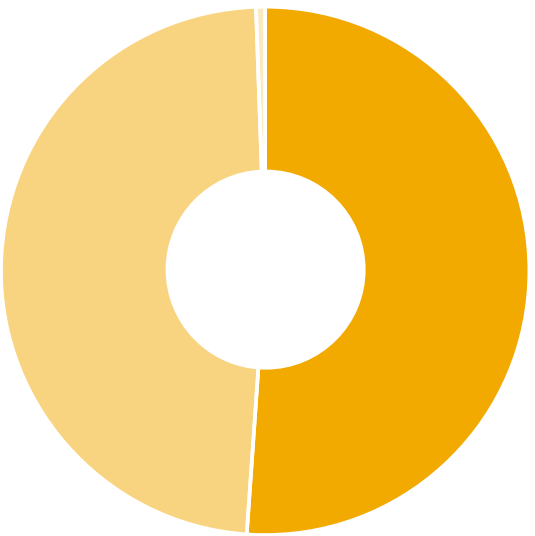
93% Non-LGBTQIA+ 7% LGBTQIA+

Tech By Gender (Global)



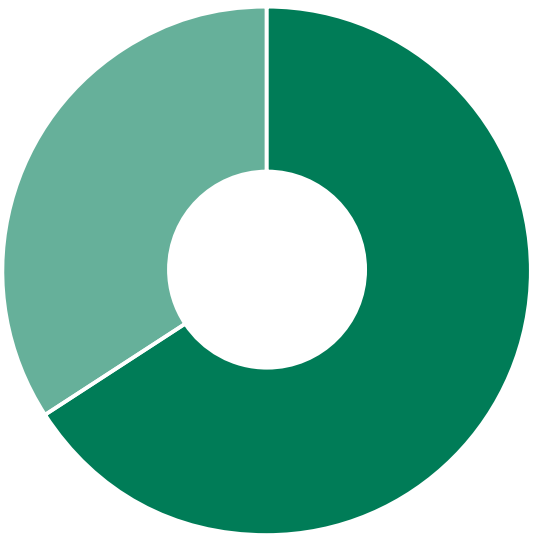
75% Man 24% Woman 1% Non-Binary

Non-Tech By Gender (Global)



51% Man 48% Woman >1% Non-Binary

Leadership (AD+) by Gender (Global)

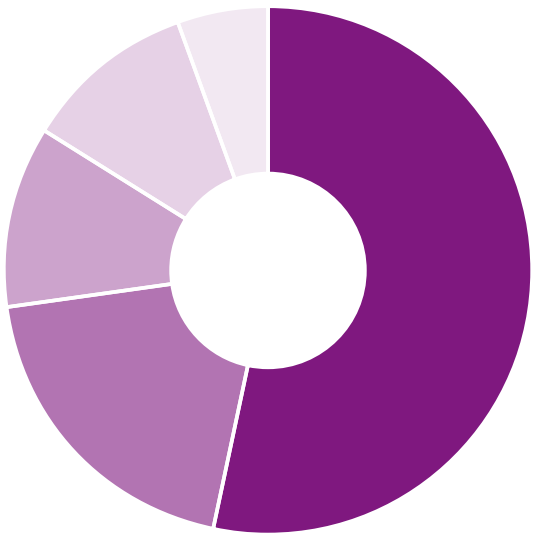


66% Man 34% Woman

# Appendix: Who Makes up Our Home

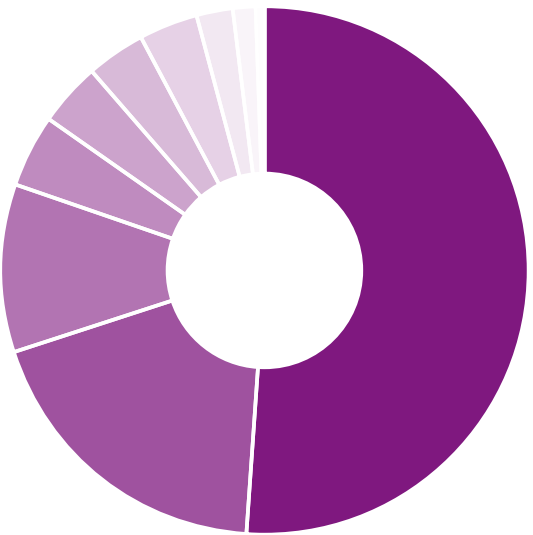
The data represented on these pages is accurate as of April 2021 and is divided by Overall Representation (purple), Tech vs NonTech (orange), and Leadership (AD+) (green).

Race/Ethnicity (US Only)



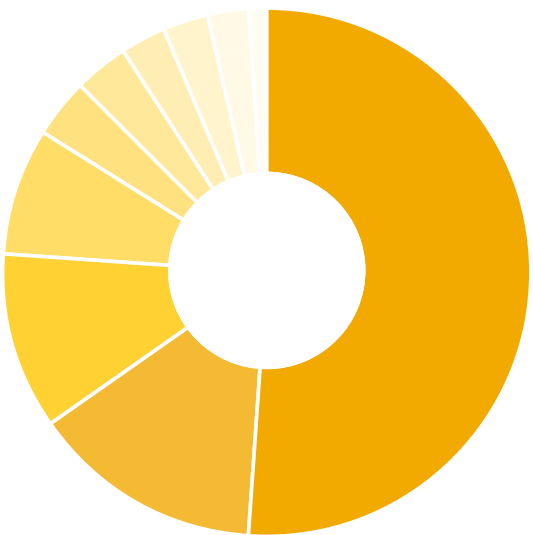
53% White 20% Black 11% Asian 11% Latinx 5% Other

Top 10 Race/Ethnicities (Global)



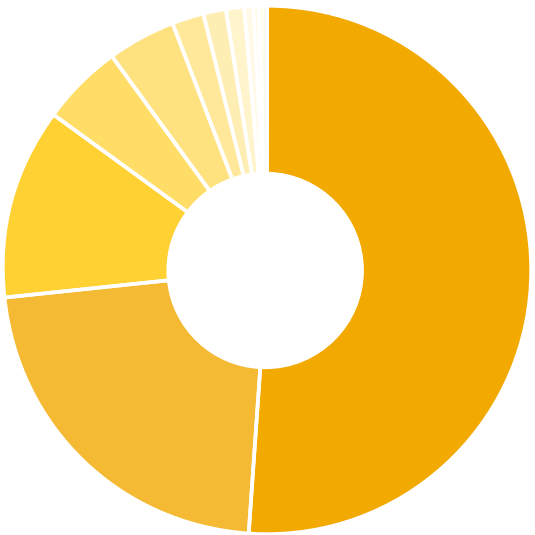
51% White 19% Black 10% Latinx 4% European 4% Multiracial

Top 10 Tech by Race/Ethnicity (Global)



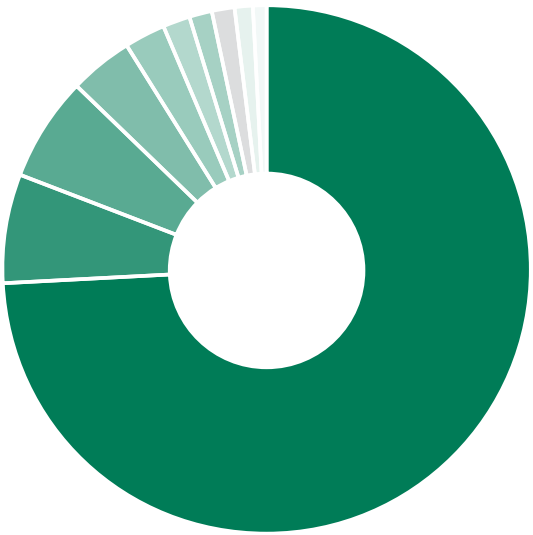
51% White 14% South Asian 11% East Asian 8% Asian 4% Latinx 3% Southeast Asian 3% Black 3% Multiracial 2% European 1% Latin American

Top 10 Non-Tech by Race/Ethnicity (Global)



51% White 22% Black 12% Latinx 5% European 4% Multiracial 2% East Asian 1% South Asian 1% Asian 1% Southeast Asian 1% Native American

Leadership (AD+) by Race/Ethnicity (Global)



74% White 7% European 6% South Asian 4% East Asian 3% Asian 2% Latinx



The Wayfair approach to diversity, equity and inclusion, or DEI, is holistic and incorporates the 4C's Principles of Career, Culture, Community and Customer developed by Robert Rodriguez. We use this as a guide for the entirety of our DEI work not just for our employee resource groups, or ERGs, and affinity groups. Through DEI we are focused on promoting a global community, ensuring an inclusive culture and growing market penetration through innovation that only a sense of belonging across a diverse workforce can provide. We accomplish this through cross-functional partnerships. The DEI team creates the strategy and identifies initiatives to increase the diversity in the talent we recruit, develop, promote and retain.

We are proud to report that in 2020 we have grown our DEI team, as well as our organization's commitment, focus and attention regarding DEI matters. For example, we worked to embed DEI in all aspects of our talent processes and departments, enhanced our ERGs and created DEI councils across multiple dimensions of the organization, and we conducted numerous surveys, focus groups and interviews to gather data and feedback while moving quickly to pilot numerous initiatives. We also recreated our values and guiding principles which rolled out into our hiring and performance processes. Externally, we have focused on what our customers experience and made changes to our products, language and websites, and also engaged in community partnerships and university programming.

In part because of these ongoing efforts, we are honored and proud to be recognized by organizations across the globe for being a great place to work. In 2020, we were recognized by Fortune as one of the World's Most Admired Companies for the third year in a row, by Forbes as one of the World's Best Employers, Best Employers for Diversity and Best Employers for Women, and by the Human Resource Executive as one of the Top 50 Most Admired Companies for HR.



Copyright 2002 - 2021 Wayfair LLC | 4 Copley Place | Boston, MA 02116

*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. 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.*



