



# IMPACT REPORT



Clockwise From Top: You Look Lovely Photography; Tayler Canale Photography

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# Letter from the CEO

Celebrations are a core part of every human experience. At The Knot Worldwide (TKWW), we help couples around the world connect to professionals to help them plan and celebrate life's biggest milestones with their closest family and friends. Our Impact initiative (traditionally known as "Environment, Social, and Governance", or ESG) is our primary vehicle to create significant business value by leveraging our influence as a global industry leader to make a positive impact on the stakeholders and communities we serve within the global celebrations industry. We take great pride in our role and take this responsibility seriously. We've conducted a formal assessment of our ESG impact and are pleased to share this work in our first "TKWW Impact Report." We are committed to sharing our goals, strategy and progress on an annual basis as we continue to make a positive impact on our industry and more broadly on the communities where we live, work and serve.

In 2021, we started on the journey to understand the areas that are critical to TKWW today and where we can make an impact in the future. Approaching this work through the lens of ESG, we conducted an ESG materiality assessment which identified three work streams—Our People, Our Company and Our Community—and eight material topics within those work streams that will be our primary focus and by which we'll measure our progress.

Our Core Values are at the center of who we are and what we do at TKWW. I'm proud of our 1,900+ employees around the world and the work they do every day that contributes to our successes. Below is a brief snapshot of the incredible work happening at TKWW that demonstrates the rigor, passion and commitment we have to make a meaningful and positive Impact.

## OUR PEOPLE

Our team is made up of diverse global talent that brings unique skills and perspectives to our organization with a commitment to being an inclusive brand for all.

- In 2021, we were recognized for our Diversity, Equity and Inclusion (DEI) efforts, winning the Comparably "Best CEO for Women," Human Rights Campaign "Best Places to Work for LGBTQ Equality" (for the 7th year in a row) and the Energage "Cultural Excellence Award for DEI Practices."
- We continuously provide the learning and development resources necessary to help our global talent navigate the very best professional experience to deliver exceptional business results. Our learning and development strategy is focused on developing core competencies in five areas: Innovation/Forward thinking, Customer centric, Communication, Results-oriented/Accountability, and Collaboration.

## OUR COMPANY

Through our materiality assessment, we identified three essential areas under our Company: Compliance, Ethics and Integrity; Data Protection and Security; and Carbon and Climate.

- “Doing the right thing” is one of our Core Values. We are strongly committed to conducting our business ethically, with integrity and in compliance with applicable laws and regulations. We continuously develop and strengthen our global compliance program, including through our Global Code of Conduct & Ethics, Supplier Code of Conduct and strong whistleblower protections.
- Ensuring the privacy of our employees, customers and partners and maintaining strict cybersecurity protocols is essential, particularly in a continuously evolving digital environment. We maintain the privacy, security and confidentiality of our key stakeholders through continued improvements and enhancements to our privacy practices, implementation of technical security safeguards and controls and a comprehensive approach to industry cybersecurity standards.
- After completing our first global carbon footprint assessment, we now have the essential information to help us develop a carbon reduction goal and action plan.

## OUR COMMUNITY

Through supporting small businesses, ensuring everyone feels welcome and offering financial support, TKWW is committed to being an active and valued partner in our communities.

- Over the past two years, TKWW has invested more than \$10 million through our COVID Vendor Assistance Program and Charity Registry offering.
- TKWW empowers couples to search for and more easily discover diverse wedding professionals within our vendor marketplaces, including Asian-owned, Black-owned, Hispanic or Latinx-owned, LGBTQ+-owned, Native American-owned, Veteran-owned and Woman-owned.
- Through Fellowship for Change, TKWW provides mentorship and education to underrepresented wedding professionals who are just starting out. This intensive program strengthens these businesses and helps position them for continued growth.

As you read the TKWW Impact Report, you’ll see the strong foundation we’ve already established. Our ambition is to ensure the future of celebrations remains a core part of the human experience. This first TKWW Impact Report is a benchmark of where we are today and ensures we remain accountable to our aspirations. We are committed to making a difference. What We Do Matters.



**Tim**

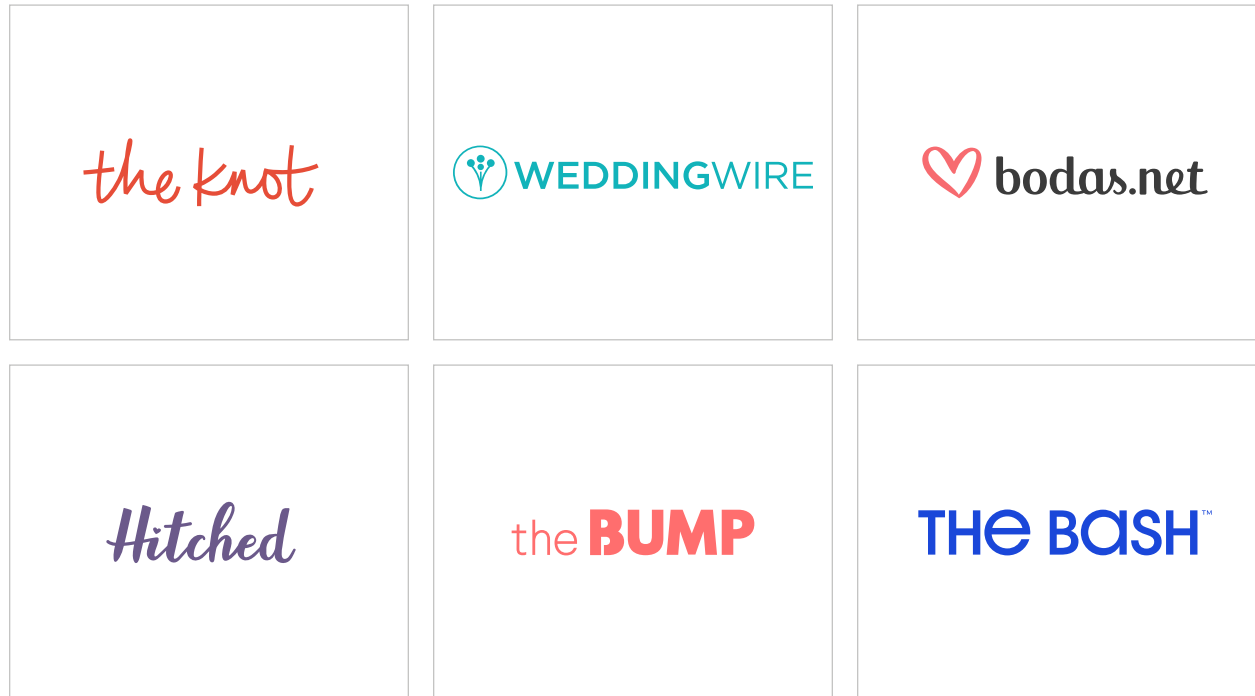
# About The Knot Worldwide

The Knot Worldwide (TKWW) helps couples navigate and enjoy life's biggest moments—together. As a global leader in the \$250B wedding industry, The Knot Worldwide's vision is to make it easy for every couple in the world to plan a wedding that's uniquely their own.

## Our Brands

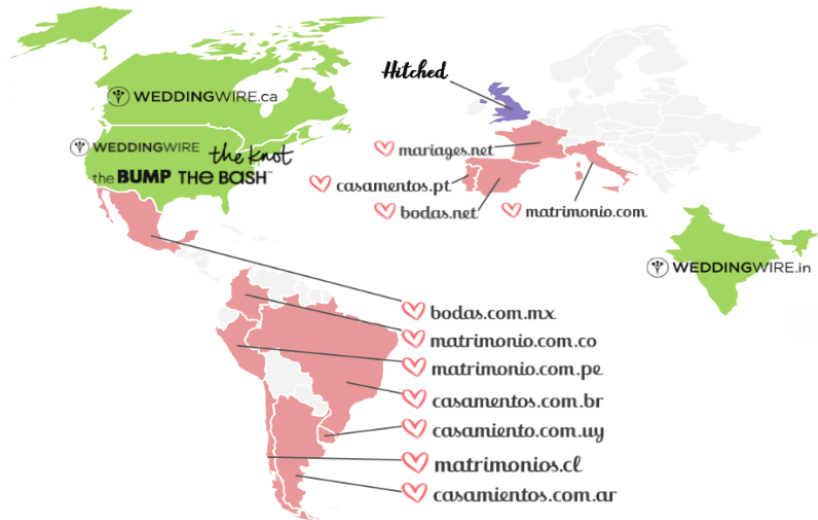
In 16 countries around the world, The Knot Worldwide's leading global family of brands inspires, informs and celebrates our communities as they navigate and enjoy life's biggest moments.

At the core of our business is a leading global online wedding marketplace, connecting couples with local wedding professionals and a comprehensive suite of personalized wedding websites, planning tools, invitations and registry services that make wedding planning easier for couples. Our wedding planning services are offered through our global wedding brands, including The Knot, WeddingWire, Bodas.net, Hitched and Matrimonio. We also support parents through the pregnancy and parenting journey with content and tools on The Bump and help our community plan other important celebrations through The Bash.



## Global Business Operations

Targeting **10M** weddings  
in **16** countries



## The Knot Worldwide by the Numbers

### KEY AWARDS/RECOGNITION

- Tim Chi named a Top CEO for Women by career site Comparably
- TKWW has received a perfect score on the Human Rights Campaign Corporate Equality Index for seven consecutive years
- In addition, in 2021 TKWW was consistently recognized as one of the best places to work

### OUR COMMUNITY

**700 THOUSAND**

Local Wedding Vendors

**5 MILLION**

Annual Registered Users

### TALENT

**1,900**

employees worldwide



Best Company  
Work-Life Balance



Best Career  
Growth 2021



Best CEOs for  
Women 2021



Best Company  
Culture 2021



Best Company for  
Women 2021



Best Company for  
Diversity 2021



Best Places to Work  
in New York 2021



Best Places to Work  
in Washington DC 2021



Best Places to Work  
in Austin 2021



Cultural Inclusion  
Award



# Our Impact

Our ambition is to ensure the future of celebrations remain a core part of every human experience. At The Knot Worldwide, we recognize we are a member of our community, bringing together couples and parents with professionals around the world to make dreams possible and to make access to expertise a common experience. In order to do this, we must enable everyone in our community to feel welcome and thrive, and through our collective sustainable actions, strengthen the world for future generations to celebrate. In developing our ESG strategy and goals, we have determined to frame our efforts as our “Impact,” allowing us to better position our efforts to the issues most important to our stakeholders and ensure they truly have impact on the world.

We are continuing to evolve our Impact strategy and goals to be specific, measurable, accountable, and to grow with our business over time. We are committed to applying a similarly rigorous reporting standard to our Impact metrics as we do to our financial reporting. We are proud of the programs we have developed and are committed to laying the foundation for future areas of impact.

## Material Topics

In 2021, TKWW undertook its first materiality assessment with the support of an outside sustainability consultancy. The goal was to understand which Environmental, Social and Governance (ESG) topics are the most critical for TKWW now, and what emerging issues may become important in the future.

### OUR MATERIALITY PROCESS

#### Select and define material topics

- Started with a master list of ESG topics common to our industry
- Created a short list of 13 topics to focus our research

#### Conduct surveys and research

- Stakeholder surveys for investors, board members, executives, employees, couples and vendors across our global brands
- Interviews with TKWW executives, board members and investors to dive deeper
- Desktop research of peers, raters and rankers

#### Prioritize topics

- Weightings applied to stakeholder categories
- Results analyzed based upon both “importance to stakeholders” and “importance to business”

The resulting analysis showed that we have eight material topics, which we have organized into three workstreams: our people, our company and our community.

OUR PEOPLE	OUR COMPANY	OUR COMMUNITY
<ul style="list-style-type: none"> <li>Employee engagement and wellbeing</li> <li>Diversity, equity and inclusion</li> <li>Employee talent development</li> </ul>	<ul style="list-style-type: none"> <li>Compliance, ethics and integrity</li> <li>Data protection and security</li> <li>Carbon and climate</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive celebrations</li> <li>Sustainable celebrations</li> </ul>

We believe performing well on these material topics can create business value by building trust with key stakeholders and can improve our impact on our industry. It can also reduce risk by ensuring that we pay attention to sustainability issues that could impact our operations, valuation and reputation.

## Management and Oversight

Accountability for TKWW's Impact efforts resides with the Board of Directors, who meet regularly to provide governance and oversight. In 2021, the full Board, or Board committees, met 7 times, with 96 percent average attendance, to discuss, among other Impact topics:

- Diversity, equity and inclusion (DEI) efforts within our workforce
- DEI efforts within our communities
- Employee health and safety
- Employee engagement
- Our global Code of Conduct and Ethics

We have recently enhanced our management and oversight of our Impact program. TKWW's Impact Steering Committee is a cross-functional group of senior executives created in late 2021 to guide the development and implementation of TKWW's Impact strategy. In 2021, the Steering Committee focused primarily on the materiality assessment, which informed a gap assessment and action planning process for 2022 and beyond.

Responsibility for the day-to-day implementation of our Impact strategy is led by TKWW's General Counsel, the Executive sponsor of our Impact initiatives, and supported by a cross-functional group in legal, strategy, accounting and finance, information security, marketing, product and human resources. TKWW periodically reviews the effectiveness of its management and oversight of its Impact program.



# Stakeholder Engagement

We engage with stakeholders in a variety of ways throughout the year to understand their priorities. In particular, in 2021 we deployed specific Impact-focused surveys and follow-up interviews through our materiality assessment process to identify the topics each stakeholder group considers most important.

STAKEHOLDER GROUP	KEY PRIORITIES	HOW WE ENGAGE
<b>Couples</b>	<ul style="list-style-type: none"> <li>• Environmental responsibility</li> <li>• Diversity, equity and inclusion</li> <li>• Compliance, ethics and integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• User panels</li> <li>• Market research</li> <li>• Content</li> <li>• Social media</li> </ul>
<b>Vendors</b> (wedding professionals)	<ul style="list-style-type: none"> <li>• Environmental responsibility</li> <li>• Diversity, equity and inclusion</li> <li>• Compliance, ethics and integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• User panels</li> <li>• Training</li> <li>• Mentorships</li> <li>• Conferences</li> <li>• Webinars</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Employee talent development</li> <li>• Diversity, equity and inclusion</li> <li>• Employee engagement and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Individual interviews</li> <li>• All hands meetings</li> <li>• First Fridays Executive Roundtables</li> <li>• Training</li> </ul>
<b>Investors and Financial Institutions</b>	<ul style="list-style-type: none"> <li>• Compliance, ethics and integrity</li> <li>• Data protection and security</li> <li>• Employee engagement and wellbeing</li> <li>• Carbon and climate</li> </ul>	<ul style="list-style-type: none"> <li>• ESG rating and ranking benchmarks and scorecards</li> <li>• ESG assessments and questionnaires</li> </ul>
<b>Suppliers</b> (product and service providers to TKWW operations)	<ul style="list-style-type: none"> <li>• Compliance, ethics and integrity</li> <li>• Data protection and security</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier onboarding</li> <li>• Contracting and purchasing activities</li> </ul>

# Our Company

## Compliance, Ethics and Integrity

At TKWW, one of our Core Values is *We Do The Right Thing* and that includes demonstrating our Core Values in everything that we do. We are committed to acting ethically and in compliance with applicable laws and regulations, honoring others' trust and confidence in our business.

### CORE VALUES



#### **WE DREAM BIG.**

We iterate and experiment to drive innovation.



#### **WE HUSTLE EVERYDAY.**

We favor urgency and own our outcomes.



#### **WE LOVE OUR USERS.**

Our global community is at the center of everything we do.



#### **WE WIN TOGETHER.**

Our people are at the heart of our success and we play as a team.



#### **WE DO THE RIGHT THING.**

Respect, fairness & inclusion strengthen our team.

### CODE OF CONDUCT AND ETHICS

Our [Code of Conduct and Ethics](#) describes the obligations that everyone at TKWW has in order to comply with the laws, rules and regulations that apply to our global business.

It includes provisions on:

- Bribery, Corruption and Fair Dealing
- Fraud, Conflict of Interest and Insider Trading
- Competition
- Confidentiality, Privacy & Data Security
- Workplace Respect & Safety
- Non-Discrimination and Equal Employment Opportunity
- Workplace Health and Safety
- Environmental Sustainability
- Human Rights
- Community Support and Engagement

We are proud of our global ethics and compliance program, and are continuing to strengthen and expand it as our business grows.

## **REPORTING CONCERNS AND GRIEVANCE MECHANISMS**

At TKWW, we speak up if we see something wrong. Employees can report concerns in a variety of ways, including:

- Contacting their manager
- Contacting their People Business Partner
- Contacting the Legal Department
- Contacting any member of the TKWW compliance team, including the independent chair of the Board of Directors Audit Committee
- Using the Compliance Hotline via phone or online (includes anonymous capability)

The Compliance Team has primary responsibility for ensuring that incidents of actual or suspected violations or misconduct are properly investigated and remediated. The Compliance Team reports to the Audit Committee of the Board, who has oversight over the Company's compliance and investigation process, and is governed by TKWW's internal complaint investigation procedures.

## **WHISTLEBLOWER PROTECTION**

TKWW is strongly committed to ensuring that everyone at TKWW feels comfortable speaking up to report potential wrongdoing. TKWW enables anonymous reporting of concerns through its Compliance Hotline and maintains a Whistleblower Policy which, among other things, prohibits retaliation against whistleblowers for reporting concerns in good faith. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases or poor work assignments and threats of physical harm.

Similarly, our Whistleblower Policy protects individuals who file, testify, assist or participate in any investigation, proceeding or hearing conducted by the TKWW or any governmental enforcement agency. If a report of retaliation is substantiated, appropriate disciplinary action, up to and including termination of employment, will be taken.

## **CONFLICTS OF INTEREST / RELATED PARTY TRANSACTIONS**

We owe a duty to our employees, investors, customers, partners and other stakeholders to make objective and fair decisions when performing our jobs. We take this duty seriously, and have implemented procedures to prevent and monitor any potential conflicts of interest. Our Code of Conduct & Ethics requires all directors, officers and employees to report any potential conflict of interest to the Legal Department. Further, we have implemented additional procedures, including:

- Conflict of interest and related party questionnaires for directors, officers and significant shareholders
- Related Party Transaction Policy and related controls and procedures
- Gift and business courtesy policies included in our Code of Conduct and Ethics, to prevent and monitor any gifts/courtesies which could impair fair decision making.
- Regular related party monitoring by the Legal Department to ensure that they are properly reviewed and approved according to the Company's policies

### **SPOTLIGHT ON HUMAN RIGHTS**

TKWW respects and promotes human rights in all of the places we do business, regardless of local norms. We expect everyone at TKWW to comply with all applicable laws and act in accordance with international human rights standards and principles, including the United Nations (UN) Guiding Principles on Business and Human Rights. Further, we expect those we do business with to uphold these same principles.

### **SPOTLIGHT ON DISCRIMINATION, HARASSMENT AND BULLYING**

TKWW is committed to having a respectful, safe and secure working environment. The Company does not tolerate discrimination based on any protected class, bullying or harassing behavior of any kind. This zero tolerance policy extends to insulting, hurtful, threatening or abusive comments, threats or emotional, physical or sexual harassment. Any such behavior will be subject to disciplinary action, up to and including termination.

### **SPOTLIGHT ON BRIBERY AND CORRUPTION**

TKWW has a zero tolerance policy for any form of bribery or corruption. This applies in every place we do business, regardless of local norms. We comply with all applicable anti-bribery laws, including the US Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act, which prohibit giving, authorizing, accepting or receiving bribes (or kickbacks) in connection with our business.

LEADERSHIP TEAM

We believe in having a governance structure that is effective, collaborative and embodies our Core Value of We Win Together. We have assembled an experienced Board of Directors and Executive Team that bring a diversity of perspectives and valuable expertise to our business.

OUR BOARD OF DIRECTORS



**DARREN HUSTON**  
Chair, Board & Compensation  
Committee



**KATHLEEN PHILIPS**  
Chair,  
Audit Committee



**DAVID ERLONG**



**DIPAN PATEL**



**BENJAMIN SPERO**



**THOMAS EVANS**



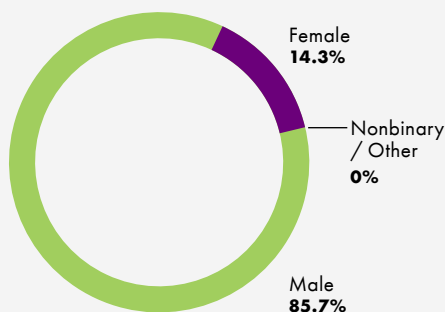
**TIMOTHY CHI**  
CEO



DIVERSE & EXPERIENCED DIRECTORS

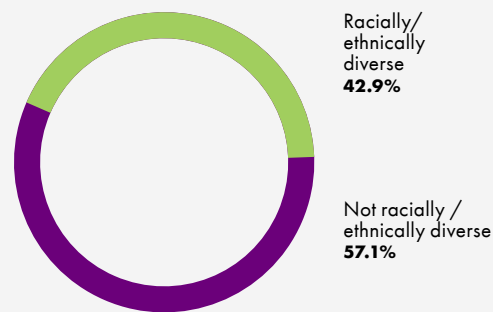
GENDER REPRESENTATION

One director self-identifies as female and six directors self-identify as male.



RACIAL AND/OR ETHNIC DIVERSITY

Three directors self-identify with under-represented groups.



## BOARD MEMBER EXPERTISE

Board members bring significant experience to bear across key business areas:

Finance / Accounting

Technology / Product

Consumer Brands

E-Commerce

Advertising / Marketing

Complex Operations

Legal

Public & Private Company Governance

ESG / Diversity, Equity & Inclusion

C-Suite

## EXECUTIVE TEAM



**TIMOTHY CHI**  
CEO



**ANDREW IVANOVICH**  
CFO



**LEE WANG**  
COO



**ZOHAR YARDENI**  
Chief Product Officer



**EMILY MARKMANN**  
Chief HR Officer



**FELICITY CHABAN**  
General Counsel



**JENNY LEWIS**  
Chief Marketing Officer



**ANGEL LLULL MANCAS**  
President, International,  
Wedding Planner



**JEREMY LIEBOWITZ**  
EVP, eCommerce



**MATTHEW ROOK**  
EVP, Engineering

## SUPPLY CHAIN MANAGEMENT

We want to ensure that working conditions in our supply chain are safe, that workers are treated with respect and dignity and that our suppliers' operations are environmentally conscious. We expect all our suppliers and subcontractors to share the principles embodied in our Code of Conduct & Ethics. In 2022, we introduced a new [Supplier Code of Conduct](#) aligned with the International Labor Organization's core labor standards. The Code includes, but is not limited to:

- Legal and regulatory compliance
- Fair, confidential and anonymous grievance procedures
- Whistleblower protection
- Anti-corruption and bribery
- Child and forced labor
- Working hours and fair wages
- Non-discrimination and harassment
- Freedom of association
- Health, safety and emergency preparedness
- Stakeholder rights and free, prior and informed consent
- Environmental responsibility and emissions reduction

## Carbon and Climate

*In order to fully enjoy life's greatest celebrations together, couples rely on a healthy and sustainable planet. As a leading global online vendor marketplace, it is our responsibility to ensure our business does its part in reducing the environmental impact on our planet for future generations.*

Our efforts to reduce our environmental impact extend beyond our direct operations through vendor and consumer education to responsibly managing consumption and waste across our offices and operations. We identify and manage climate risks, opportunities and work to reduce our carbon footprint and energy usage. We support TKWW employees' efforts to combat climate change and reduce environmental impact through employee resource groups and green and charitable initiatives.

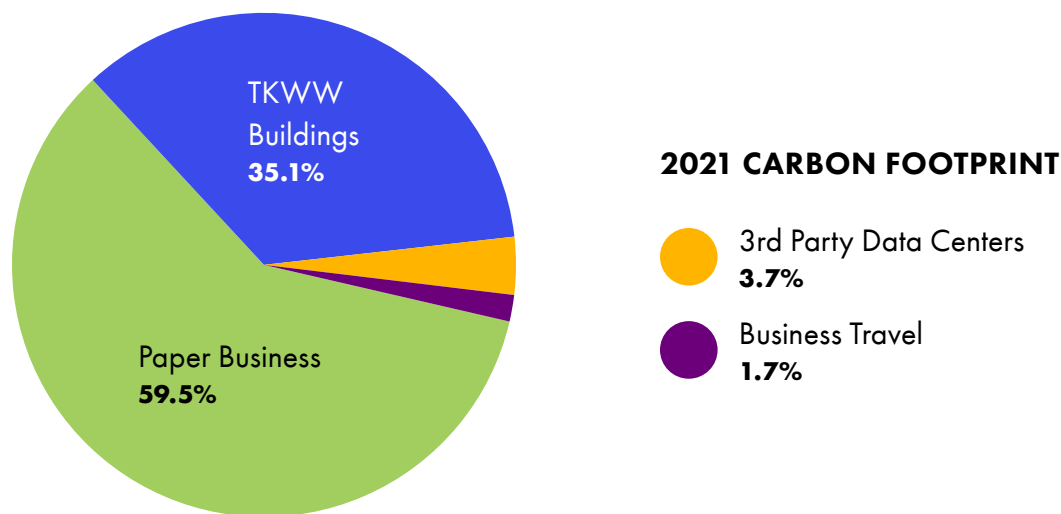
## GREENHOUSE GAS EMISSIONS

In 2022, we undertook our first global carbon footprint assessment covering the 2021 calendar year in partnership with a sustainability consultancy. This baseline inventory of our greenhouse gas emission-generating activities included:

- An emissions identification process to identify relevant and material emissions across Scope 1, 2 and 3 categories so that we know to measure what matters
- An inventory management plan to organize and document our carbon footprint methodology, so that we can accurately and consistently measure emissions over time
- Calculations for our baseline carbon footprint, which will be used to set forward-looking goals and a carbon reduction roadmap in the coming months

The results show that TKWW's carbon footprint has decreased 35 percent from 2019 to 2021, largely as a result of the near elimination of commuting and business travel during the COVID-19 global pandemic. Our 2021 carbon footprint is primarily attributable to two activities: the operation of our offices and the emissions associated with our growing Stationery business. Armed with this information, we will be developing a carbon reduction goal and associated action plan over the coming year.

**35%**  
reduction in  
carbon footprint  
from 2019



## GREENHOUSE GAS (GHG) EMISSIONS PERFORMANCE (TCO2E)

	2019	2020	2021
<b>Scope 1 - Direct</b>	74	35	28
Fugitive Emissions	2	2	4
Natural Gas	72	33	24
<b>Scope 2 - Indirect</b>	892	698	668
Electricity	804	636	609
Steam	88	62	59
<b>Scope 3 - Upstream</b>	2,064	652	1,288
3rd Party Data Centers	41	82	74
Business Travel	465	104	33
Commuting	1,558	269	0
Stationery Business	0	197	1,181



## ENERGY USE

Part of our baseline carbon footprint was a close look at our energy use. TKWW sources 100 percent of its energy from utility companies. Two of our facilities participate in green electricity programs offered by local utility providers, and overall 19.6 percent of our grid electricity is from renewable sources.

	2019 (GJ)	2020 (GJ)	2021 (GJ)
Electricity	7,585	6,364	5,889
Natural Gas	1,429	655	479
Steam	1,865	1,300	1,239

## Climate Risk

We are committed to disclosing our climate-related risks and opportunities in alignment with the Taskforce on Climate-Related Financial Disclosures (TCFD). This is an emerging area of attention for TKWW, and we plan to expand the scope of our disclosures in future reports.

### GOVERNANCE AND OVERSIGHT

The full Board has ultimate oversight over TKWW's climate strategy.

TKWW's Impact Steering Committee, made up of senior leaders across the company, has responsibility for the development and implementation of the company's climate strategy.

### RISKS AND OPPORTUNITIES

TKWW, as part of the Internet Media and Services industry, has relatively low carbon intensity in comparison to higher-polluting industries and is generally considered to have low Climate Vulnerability Scores, although this is expected to increase by 2040.

Potential climate risks include:

- **PHYSICAL RISK:** Impact of extreme weather and rising sea levels on supply chain, operations and infrastructure
- **REGULATORY RISK:** Changing energy efficiency standards for products; Carbon or energy taxes increasing cost of business
- **ECONOMIC RISK:** Increased consumer demand for environmentally-efficient products; Potential damage to brand reputation

TKWW has not yet undertaken a formal climate risk assessment, although this is planned within the next two years.

## STRATEGY AND FINANCIAL IMPACTS

We are at the early stages of evaluating how climate risks and opportunities may impact our business strategy and financial outlook. Topics under consideration include:

- Choosing data center partners that use renewable energy and have taken steps on climate adaptation
- Incorporating environmental impact evaluation into product design and development processes
- Identifying renewable energy options for our office facilities and ensuring that all of our locations have appropriate emergency preparedness plans in case of extreme weather events

## METRICS AND TARGETS

TKWW is committed to disclosing our greenhouse gas emissions across our value chain on an annual basis.

We will use our 2021 baseline carbon footprint results to engage our leadership and our Board of Directors on carbon reduction goals in alignment with science-based targets.

## Data Protection and Security

At TKWW, we continue to evolve our privacy practices to meet new security legal challenges and developments, overseen by our General Counsel. We work every day to build a safe privacy environment for our employees, customers, partners and communities.

We have implemented technical security safeguards and other controls, overseen by our VP, Global Security and EVP of Engineering, to protect the personal identifiable information (PII) entrusted to us in accordance with our internal policies and applicable law.

## APPROACH TO PRIVACY

At The Knot Worldwide we value the trust our employees, contractors, customers, vendors and partners place in us when they give us their PII. We work every day to build a working culture that ensures Privacy is embedded in our products and services as well as in our internal processes.

Everyone at TKWW is required to maintain the privacy, security and confidentiality of all PII they come into contact with in the course of their work, other than when they are legally required to disclose such PII.

We base our Privacy culture on the following

- **TRANSPARENCY:** TKWW aims to be transparent with its employees, contractors, customers, vendors and partners about what PII we are collecting from them and for what purposes this PII is being used, in compliance with applicable law.
- **FAIRNESS:** TKWW will process only the PII from its employees, contractors, customers and vendors as permitted by applicable law.
- **SECURITY:** TKWW will implement the appropriate security safeguards to grant protection to the PII processed within the Group.
- **CHOICE:** TKWW will offer choices regarding the collection, use and disclosure of PII and make information about such choices available where required by law.

## APPROACH TO CYBERSECURITY

TKWW has a comprehensive approach to evaluate, identify and address data security risks using industry cybersecurity standards. While we are careful not to publicly disclose information that could provide insight into our cybersecurity protocols and compromise data protection, we are proud of our efforts which include but are not limited to:

- **ENDPOINT PROTECTION:** secures end-user devices such as desktops, laptops and mobile devices from being exploited by malicious actors and campaigns
- **VULNERABILITY MANAGEMENT PROGRAM:** a risk-based, cross-functional, continuous process within designed to address the need to identify and remediate IT vulnerabilities
- **NETWORK & INFRASTRUCTURE PROTECTION PROGRAM:** stops breaches by preventing and responding to various types of attacks
- **NETWORK & INFRASTRUCTURE PROTECTION:** threat detection service that continuously monitors our accounts and workloads for malicious activity and delivers detailed security findings for visibility and remediation
- **SECURITY HUB:** allows comprehensive view of our security state and checks our environment against security industry standards and best practices
- **FIREWALL MANAGER:** centrally configures and manages firewall rules across accounts and applications
- **DYNAMIC APPLICATION SECURITY TESTING (DAST):** black-box security testing in which tests are performed by attacking applications from the outside
- **SECURITY CODE REVIEWS:** application source code analysis in an attempt to identify security-related weaknesses (flaws) in the code
- **WEB APPLICATION FIREWALLS (WAF):** protect web applications from a variety of cyber attacks targeting our internet facing applications
- **YEARLY CONTINUOUS ATTACK SURFACE TESTING (CAST):** proactively defends dynamic attack surfaces by combining advanced technology, automation and expert-driven testing
- **SECURITY INFORMATION AND EVENT MANAGEMENT (SIEM) SYSTEM:** provides level one support for Managed Detection & Response service
- **CYBER USER AWARENESS TRAINING:** Using scheduled phishing campaigns that trains our employees to recognize and report real cyber attacks

# Our People

## Diversity, Equity and Inclusion

*As a leader in the wedding industry, TKWW understands that fostering a diverse and inclusive workplace, where everyone can bring their authentic selves to work and prosper, is not only the Right Thing to Do, but the smart thing to do. We are committed to building an organization reflective of the couple and vendor communities we serve.*

### DEI MISSION & VISION

At TKWW, we celebrate differences and welcome inclusion. We believe that diversity fosters innovation and positively impacts business outcomes. We're building a culture where we value authenticity and diversity of thought. We strive to create a workplace that is indicative of the communities we serve and where every employee feels empowered to bring their true, authentic selves to work.

### DEI PILLARS

What We Do Matters and so does how we do it. We believe that if we give our employees the space to be authentically themselves, they'll channel their talents to empower our couples and business partners to do the same. TKWW has HEART and that is what guides our strategy and approach to DEI.

- **HIRE, ENGAGE & RETAIN TOP TALENT:** Build a diverse, high-performing workforce that reflects the communities that we serve.
- **EMPOWER OUR COMMUNITIES:** Uplift our communities and encourage our employees to support organizations that align with their personal passions.
- **ADVANCE A CULTURE OF INCLUSION:** Promote an inclusive environment that fosters collaboration, teamwork and innovation where employees feel valued for their unique perspectives.
- **REINFORCE OUR COMMITMENT TO SERVICE:** Ensure that DEI is embedded into all aspects of our business. We pride ourselves on being an employer of choice, strong corporate citizens and a leader in the Wedding industry.
- **TRACK & PROMOTE ACCOUNTABILITY:** Establish effective systems, processes and measures to drive accountability and track impact.

## BUILDING A DEI-FOCUSED WORKFORCE

Performance and diversity strengthen our global organization. We ensure our job opportunities and brands reach a broad pool of candidates, design hiring practices that are inclusive and make hiring decisions based on competencies.

Over the last two years, TKWW has launched a number of initiatives designed to create a thriving workplace that is diverse, equitable and inclusive. That includes:

- Identifying numerous job boards that focus on traditionally underrepresented groups to expand our “top of funnel” candidate solicitation process
- Launching a “diverse interview panel” practice, where interviews for director and senior leadership roles are gender and racially balanced
- Creating an Unconscious Bias training path that is mandatory for all US employees
- In 2021, we were recognized for our DEI efforts with three awards: the Comparably “Best CEO for Women” award, Human Rights Campaign Best Places to Work for LGBT Equality and the Energage Cultural Excellence Award for DEI Practices

## CONSIDERATIONS FOR DIVERSE INTERVIEW PANELS

- All candidates should interview with the same panel of interviewers
- Ask the same questions to all candidates to create a consistent experience
- Prioritize asking questions about desired skills and competencies that would make an individual successful in the role
- Provide guidance on a scoring rubric based on competencies
- Structure panel interviews in no more than a 2x1 format (two interviewers with each candidate) if possible to avoid overwhelming the candidate

## EMPLOYEE RESOURCE GROUPS

TKWW is committed to diversity in our teams to give our team members a representative voice.

Success will be a diverse and equitable workplace where We Win Together. Our Employee Resource Groups (ERGs) are a place where team members can come together to celebrate their successes, navigate challenges and find allies.



# Employee Engagement and Wellbeing

*At TKWW we know that What We Do Matters. We help millions of people around the world celebrate. We love love, but we also love our people. Our team is made up of diverse global talent that bring unique skills and perspectives to our organization with a commitment to being an inclusive brand for all.*

Our people are our culture. We are humble in our decision making. We believe in failing forward. When you work for TKWW you will work alongside a team that doesn't just care about the work you do but also the life you live. We prioritize the wellbeing and development of our people and celebrate milestones and wins in a big way. After all, celebrations are what we do best.

## EMPLOYEE SATISFACTION

TKWW conducts an annual "Voice of Employee (VoE)" survey. Using a mix of multiple choice and open-ended questions, we capture employee feedback, identify and track trends over time, benchmark performance against peer groups and set action plans to drive engagement. In 2021, 89 percent of our global workforce participated in the VoE survey. In 2022, we expanded the scope of our VoE survey to include additional DEI-focused questions which help TKWW promote employee inclusion.

2021 VOE RESULTS			88% of employees recommend TKWW as a great place to work
Global Participation		89%	
Global Engagement Score		73%	
Global Inclusion Score		80%	
Global eNPS	I would recommend The Knot as a great place to work	88%	

## COVID-19 Response

Since the onset of the COVID-19 pandemic, TKWW has based workforce decisions on employee health and safety, transparency and choice.

### COVID-19 PAID SICK & VACCINE LEAVE

It was important that we continued to support our employees during times of uncertainty and a country-wide emergency. We also aimed to support our employees in getting their CV19 vaccinations and booster shots. As such, we are providing an additional 15 day (120 hours) paid leave benefit to our US employees for leave associated with CV19 including recovery from COVID-19, receiving vaccinations/boosters or recovering from vaccinations/boosters.

### TKWW EMPLOYEE CHOICE

Throughout 2022, our global workforce will have the option to continue working entirely remotely, to work some variety of days in-office, or to work fully in-office—with the exception of a handful of positions which are closely tied to operating physical spaces and infrastructure. Employees are free to choose the arrangement that works best for them, and we want to ensure that our working model contributes to greater engagement, connection, retention and performance. When we are together, it will be *in person with purpose*.

### COFFEE CHATS

As we work from locations both near and far, we want to help make introductions and connections easier. Employees can join the #coffee-chats Slack channel to be randomly introduced to two new people every other week.

### VIRTUAL AND IN-PERSON PROGRAMMING

Our TKWW workforce spans states, countries and timezones. Employees can be an active part of our community and get involved in virtual events such as wellbeing and fitness classes, games and happy hours and opportunities to meet and connect with co-workers around the world both virtually and in-person.

# Health, Safety and Wellbeing

We believe in a wide range of holistic offerings to support our employees so that they can live our values day in and day out. From mental wellbeing, physical health and financial planning to engaging perks and discounts, we are in the business of celebrating and supporting the Moments that Matter both in and out of the “office.” We offer flexible vacation, generous parental leave and prioritize initiatives that support the growth, development and happiness of our people.

We focus our benefits and wellbeing offers in the following focus areas:

- Health & Wellness
- Mental Wellbeing
- Family Care
- Time Away and Leaves

## HEALTH & WELLNESS

Our goal is to offer a competitive, comprehensive, inclusive and cost-effective benefits package that meets the unique needs of every TKWW employee.

In the US, TKWW active, regular full-time employees and their eligible dependents are eligible for benefits if they work at least 30 hours per week. These core benefits are:

### TKWW US BENEFITS

#### Health Care

Medical, dental, vision, employee assistance program  
Includes a \$0 premium employee-medical plan option

#### Tax-advantaged Accounts

Health savings accounts, flexible spending accounts, retirement savings plans with company matching, commuter benefits

#### Life and Disability Insurance

Life and accident Insurance, disability insurance

#### Extra Voluntary Benefits

Critical illness insurance, hospital indemnity, pet insurance, legal assistance, identity theft protection

#### Time Off

Flexible vacation policy, paid time off, sick leave, up to 12 weeks of paid leave for the birth or adoption of a child (extended to up to 18-20 weeks in 2022), bereavement leave and leave of absence options for personal or family medical needs



## MENTAL WELLBEING

We invite employees to feel supported by engaging in our virtual wellness activities, group counseling sessions, employee assistance program options and on-demand virtual behavioral coaching and therapy.

In addition, our Employee Assistance Program (EAP) offers professional, short-term assistance and work/life resources, webinars, work/life specialists to locate eldercare, childcare, legal and financial counselors and a variety of other support services.

## FAMILY CARE AND WELLBEING

At The Knot Worldwide, we recognize the importance of growing families. We support our employees by offering our Parental Leave for bonding with a new child.

In the US, for the 2021 benefits year Parental Leave was 12-weeks paid leave following the birth or adoption of a child. Our medical plan also offers substantial fertility support for our employees.

In 2022, we are prioritizing further supporting family-forming benefits to support our employees in their family goals. Effective June 1, 2022, we extended parental leave for delivering parents to up to 18-20 weeks, implemented additional leave and benefits related to pregnancy loss and expanded our fertility and family planning benefits.

In addition, we understand that family wellbeing is of the utmost importance, now more than ever. We offer time off to support an employee's family needs, including generous leave policies to support family medical care and up to 20 days of bereavement leave. During the COVID-19 pandemic, we offer additional COVID-19 sick and vaccine leave, covering close family members, to support the health of our employees, their families and our communities.

## OTHER BENEFITS THAT DRIVE EMPLOYEE ENGAGEMENT

- **ANNUAL GLOBAL DONATE DAY:** What We Do Matters. On this annual day of service, we pause what we're doing to volunteer and give back to local communities across the globe. In 2021, TKWW employees from around the world volunteered over 150 hours during our Global Donate Campaign.
- **SHARE THE WEALTH:** We support and encourage employees to be charitable with their time, skills and finances. We match charitable donations that employees make up to \$100 per year.
- **MILK STORK:** When traveling for work, breastfeeding moms can use this complimentary service to store and ship milk home to their baby.

# Employee Talent Development

*TKWW is a great place to work and an even better place to grow together. We continuously provide the resources necessary to help our global talent navigate the very best professional experience to deliver exceptional business results.*

We are a learning organization, guided by the following principles:

- Employees are at the center, the stars and drivers of their own development
- We learn under the 70-20-10 model: 70 percent of effective learning opportunities occur on the job (project assignments, new challenges), 20% based on interactions (mentoring, shadowing) and 10% are formal (classroom, books)
- Managers are key in their teams' growth, and we support them as people developers
- TKWW provides equal learning and development opportunities among all our team members focusing on creating an environment of equitable participation
- We are proud of our internal talent and their generosity as internal trainers
- Focus on applying new learnings on the job and measure the impact
- TKWW provides programs, systems and the environment to make it happen

Our learning and development strategy is focused on developing core competencies in five areas:

- Innovation/Forward Thinking
- Customer Centric
- Communication
- Results-oriented/Accountability
- Collaboration

## TKWW University

TKWW University is our on-demand learning hub of educational offerings provided by Udemy, that encompasses TKWW-specific training and courses to thousands of certificate-based affiliate programs through cutting-edge software, where learners can meet all educational and developmental needs. In 2021, 10,319 hours of training were completed across our global operations. Some of our most popular TKWW University classes were:

- Time and Task Management: Time Management Techniques
- Communication Fundamentals: How to Communicate Better
- Feedback is Fuel

## **US Leadership Development Programs**

We offer a variety of programs to upskill the next generation of TKWW leaders.

The Emerging Leader Program is a 3-month program designed to help close skills gaps for employees who would like to transition into a Manager role. In 2021, 14 people completed the ELP.

The Manager Certification Program is a 5-month program designed to help close skills gaps for Managers who are newly promoted or within one year of their new role. In 2021, 22 Managers were certified.

## **Additional Talent Development Initiatives**

TKWW Mentor Network: Learners can select from a team of volunteer Mentors for help with key areas, skill sets or leadership through a six-month guided program. Continual partnership and additional targeted resources ensures that participants receive a stellar experience

TKWWU Learning Council: Comprised of Leaders and Learners throughout the organization, the Council is responsible for helping with learning initiatives, providing feedback from teams and sharing future goals for learning from other parts of the organization

Development Assistance Program: In addition to TKWW-specific programs, we offer employees tuition reimbursement for eligible degrees, courses, classes, workshops and certifications. In 2021, 6 employees took advantage of this benefit.

# Our Community

## Our Community Investment

We are committed to giving back to our global community. As a member of our community, TKWW plays a role in not only being an enabler of impact but also making an impact through various programs. Over the past two years TKWW has committed over \$10 million to our community impact.

**\$10M**  
committed to community  
impact in last 2 years

### CHARITY REGISTRY

At no cost to couples, when select items are purchased through our charity registry program, The Knot Gifts Back, The Knot donates up to 3% of each gift to the couple's chosen charity.

### VOW FOR GIRLS

As a founding partner of Vow for Girls, we support the organization and its mission to end child marriage worldwide by promoting them through our content and social media, as well as donating annually to grassroots efforts that support young women internationally.

### COVID VENDOR SUPPORT PROGRAMS

Committed up to \$10 million in wedding vendor assistance to small business partners impacted by COVID's disruption of the wedding industry.

## Inclusive Celebrations

*The best celebrations in life are when everyone feels welcome. We are committed to serving all couples and vendors around the world. Through our content, tools and products we match their expectations and represent who they are and how they wish to celebrate.*

TKWW's strong commitment to diversity, equity and inclusion extends not just to our employees, but also to our community. One of our core values is We Love Our Users and that includes welcoming all couples—no matter their race, color, religion, sex (including pregnancy, sexual orientation, gender identity or gender expression), national origin, age, disability, genetic information or any other protected category or class—and standing by our core belief of inclusivity.

We expect everyone at TKWW and in our community to be committed to awareness, advocacy, education, service and the willingness to be uncomfortable in the interest of promoting lasting, positive change to combat social injustice and inequity. TKWW includes a non-discrimination policy in its Terms of Use, which helps ensure that the vendors and users on our platforms share these values.

## FELLOWSHIP FOR CHANGE

In January 2021, we introduced Fellowship for Change for our US marketplace, an eight-month intensive program that provides career advancement opportunities for underrepresented wedding professionals in their first years of business. The program, which achieved a 91% satisfaction rate from the 2021 Fellows, includes:

- Intensive monthly education on key topics for small business success
- Free advertising on The Knot and WeddingWire
- Workbooks and templates to put learning into practice
- Mentorship with dedicated mentor
- Virtual discussion groups
- Online networking with full fellowship group

## Diversity Filters Within our Marketplace

The ability to search for and book wedding professionals who identify as one or more underrepresented groups is a growing wedding-planning priority. According to internal research, the majority of couples (55 percent) feel it is important to be able to search for wedding businesses that are Black-owned, and further qualitative research indicates strong interest in also seeking out an inclusive and diverse vendor team.

In response, in February 2021, TKWW launched diversity filters and storefront badges on The Knot and WeddingWire, allowing businesses owned by professionals in underrepresented communities to be more easily discovered by couples looking to support and hire them.

Seven filters are currently available, including Asian-owned, Black-owned, Hispanic or Latinx-owned, LGBTQ+-owned, Native American-owned, Veteran-owned and Woman-owned. In 2021, diversity filters were used by 111,548 couples.

## NOTABLE INCLUSIVE CELEBRATION INITIATIVES

- **GLOBAL WEDDING TRADITIONS & CULTURAL ETIQUETTE CONTENT DESTINATIONS:** We aim to serve our couples and represent their diverse families and backgrounds by providing thoughtful and inclusive inspiration and advice through our Editorial & Publishing Content available onsite, in our magazine and in our social media channels.
- **THE BUMP'S BLACK MATERNAL HEALTH & LGBTQIA+ PARENTS HUB:** At The Bump, we believe it's our collective responsibility to champion Black maternal health and wellness—we've partnered with the National Medical Association to keep the community informed, supported and empowered throughout their pregnancy and parenting journeys.

## **SPOTLIGHT ON ACCESSIBILITY**

It's important to us that everyone can enjoy content across TKWW's brand website, and we are taking strides to incorporate accessibility into our online presence. We've created an Accessibility Guild to educate our product and technology team members on best practices for accessibility development and testing. Through a TKWW Slack channel, team members can:

- Identify and share training material on accessibility knowledge
- Define best practices for development and testing
- Provide standardized tools for feature teams to use

The Accessibility Guild meets monthly to discuss current topics, share ideas and make recommendations on future improvements.

## **Sustainable Celebrations**

*As a global leader, we have a responsibility to lead the industry through access to expertise and to empower couples and professionals using our platforms to make sustainable choices when it comes to their celebrations. Our work toward sustainability in the industry has just started and we look forward to enabling impact for future generations.*

## **ECO-WEDDING GUIDELINES AND ARTICLES**

Available globally, we've developed guidelines, recommendations and professional advice on how to have a more sustainable wedding. In 2021, these included:

- Vendor guide to supporting eco-weddings
- How to Plan an Eco-Friendly Wedding Like an Influencer
- How to Plan the Ultimate Eco-Friendly Bridal Shower

## **SPRING 2021 THE KNOT MAGAZINE - THE SUSTAINABILITY ISSUE**

Covered in recycled paper, showcasing only sustainable fashion and beauty options, we dedicated an issue of our magazine to push the industry forward in sustainability inspiration for weddings. More than 21,000 people purchased the magazine. Topics included:

- How to Plan a Greener Wedding
- Planet-Friendly Registry Picks
- Eco-Conscious Travel
- Sustainable Engagement Rings
- Earth-Friendly Fashion
- Sustainable Florals
- Green Beauty Brands
- Carbon Footprint Reducing Skincare Regimens

## MARKET RESEARCH ON ECO-PREFERENCES

In 2021, we commissioned research to better understand how TKWW users across key brands felt about sustainability and environmental responsibility. The results are helping to inform our approach to developing Sustainable Celebration programming in the future.

METRIC	AVG TKWW BRANDS
Buy natural products because I am concerned about the environment	56%
I will go out of my way to buy a product that is environmentally safe	45%
Willing to pay more for a product that is safe for the environment	60%
Agree government should pay more attention to environmental issues	78%
Interested in finding out how I can help the environment	69%
It's important to me that other see me as being environmentally conscious	41%
Agree each of us have a personal obligation to do what we can do be environmentally responsible	83%
Choose to buy products that use recycled paper in their packaging	61%
Agree a company's environmental record is important in making purchasing decisions	46%

# About This Report

This is the TKWW's first Impact Report and it covers activities in calendar year 2021 unless otherwise specified.

## SCOPE, BOUNDARIES AND METHODOLOGY

The scope of this report was determined through a materiality assessment conducted in late 2021 that organized TKWW's material topic into three workstreams: Our Company, Our People and Our Community. More information about the materiality process can be found on page 7.

This report and the data within it cover 100% of TKWW's global operations and workforce with the following notes associated with the carbon footprint analysis:

- It excluded small offices (those with fewer than 10 employees) and co-working spaces.
- It includes the upstream impacts associated with the stationery business, but does not include the upstream impacts associated with the magazine business.
- It also reflects a shift in data center impacts from Scope 2 to Scope 3 with the move from co-located data centers to third-party data centers.

The carbon footprint methodology was aligned with the GHG Protocol and included an emissions identification process to determine the materiality of all relevant Scope 1, 2 and 3 emissions.

Our results, and all of the environmental data included herein, are preliminary and have been estimated based upon the information reasonably available to TKWW as of the date thereof. TKWW intends to continue to develop and improve its environmental reporting capabilities for future reports.

While this year's Impact Report contains limited performance data, we have begun an assessment of metrics in the relevant Sustainability Accounting Standards Board (SASB) Industry Standards:



E-Commerce Standard (CG-EC)

Internet Media & Services (TC-IM)

We expect to disclose more metrics in future reports, and to more closely align our Impact Reporting with external frameworks and standards like the International Sustainability Standards Board (ISSB) IFRS S1 General Requirements.

All of the data included herein are preliminary and have been estimated based upon the information reasonably available to TKWW as of the date thereof. The results have not been independently audited or verified. TKWW intends to continue to develop and improve its reporting capabilities for future reports.

## **ASSURANCE AND VERIFICATION**

The ESG Steering Committee has reviewed this report in conjunction with TKWW subject matter experts and believe the contents to be accurate, fair and balanced. This report has not been externally verified or assured.

## **FOR MORE INFORMATION**

We welcome your feedback at [impact@theknotww.com](mailto:impact@theknotww.com).

## **LIMITATIONS AND DISCLAIMERS**

This report includes forward-looking statements regarding our beliefs and expectations for TKWW's future plans, disclosures, results or expected future events. These statements involve risks and uncertainties that in many cases are beyond management's control and may cause actual results to differ materially from expectations. We caution our readers in considering forward-looking statements and information and encourage you to read this report in conjunction with our other public disclosures from time to time. All information presented herein reflects company practice in the US unless otherwise noted as global in nature. Finally, the information shared in this report is valid to the best of our knowledge as of July 7, 2022, and TKWW undertakes no obligation to update it except as may be required under applicable law. For the most current information on TKWW's programs, please visit [theknotww.com](https://theknotww.com).

