

2023

# Impact Report

**tkww**   
THE KNOT WORLDWIDE



# Table of Contents

## Letter from the CEO

3 Letter from the CEO

## Our Impact

5 Core Values

6 The Knot Worldwide by the Numbers

7 Our Commitment

8 How We Organize Our Impact

## Our Company

10 Management

Our Board of Directors

11 Our Executive Team

12 Compliance, Ethics and Integrity

Code of Conduct and Ethics

Reporting Concerns and Grievance Mechanisms

13 Whistleblower Protection

Conflicts of Interest/Related Party Transactions

14 Approach to Tax

Tax in Our Financial Statements

15 Supply Chain Management

16 Carbon and Climate

17 2023 Carbon Footprint

18 Greenhouse Gas (GHG) Emissions

Carbon & Climate Programs

Energy Use

19 TCFD Disclosures

20 Data Protection and Security

Approach to Cybersecurity

21 Approach to Privacy

## Our People

23 Diversity, Equity, Inclusion and Belonging

Representation in our Workforce

24 DEIB Pillars

25 Fostering Belonging

26 Employee Engagement

27 Employee Health and Wellbeing

Workplaces

28 Employee Development

Feedback and Career Conversations

TKWW University

29 Engage

30 Our Community Investment

Annual Global Donate Day

Share the Wealth

Support of LGBTQIA+ Rights

## Our Community

32 Inclusive Celebrations

33 Fellowship for Change

34 Inclusive Content

For Our Couples, For Our Vendors

35 Market Research

36 Integrated Marketing Campaign and Rebrand

37 Black Maternal Health Hub

38 Black Maternal Health Week

39 Sustainable Celebrations

The Knot Invitations Reduction in Carbon Emissions, Sustainability Editorial Content

Market Research on Eco-Preferences

## Impact Governance

41 Material Topics

## About This Report

45 Scope, Boundaries and Methodology

## ESG Tear Sheet

49 The Knot Worldwide Impact Tear Sheet

Social Metrics

50 Environmental Metrics

## LETTER FROM THE CEO

## OUR IMPACT

## OUR COMPANY

## OUR PEOPLE

## OUR COMMUNITY

## IMPACT GOVERNANCE

## ABOUT THIS REPORT

## ESG TEAR SHEET

# Letter from the CEO

Following the height of the global pandemic and far too long spent apart, individuals and families were elated to reunite and celebrate milestones together in 2022. We saw this trend reflected in our business, with a record number of weddings and increased demand for our global family of brands.

In some ways, 2023 signaled a return to “normal”—but in other respects, we realized our industry had irrevocably changed. We started to see Gen Z—the most diverse generation in history—pave the way for an era of transformation. With a propensity for shaking things up, the youngest generation challenged us to work harder and do better. We are proud to be a corner of the Internet that celebrates love, happiness, and the power of relationships.

At this pivotal time in our industry, we saw a clear opportunity to evolve our business. We achieved a better understanding of our customer needs and elevated our strategy to drive increased value for our users and partners. Throughout this process, we stayed grounded in our mission and values. The bottom line? We are a tech company that enables everyone to celebrate the moments that make us. We serve couples, parents, party hosts, wedding professionals, and advertising partners around the world—and that means we have a responsibility to make a positive impact in every community we serve.

Driven by our core value “We Do The Right Thing,” we reflected on our Environmental, Social and Governance (ESG) efforts and decided to take our commitment to the next level—including identifying a clear path to net zero by 2050. By weaving social impact, sustainability and inclusion into the very foundation of our everyday work, we have the opportunity to unlock the full potential of our platform and act as a catalyst for meaningful change.

This starts with our people and their unrelenting ambition to uphold the inclusive community we’ve built on our marketplace, made up of a diverse range of backgrounds, experiences, beliefs and customs. In 2023, we developed new processes for gathering feedback from our vendors and our users, strengthening our ability to action on their input and seamlessly bring both sides of our marketplace together. We firmly believe celebrations can serve as a force for good, by uniting people and building connections across cultures and geographies.

But, in order to do this, we must advocate for inclusivity and do our part to dismantle obstacles, ultimately strengthening the future of celebrations. While we recognize there is always more to be done, I’m proud of the work we did this year to advance our aspirations. I believe our progress is worth celebrating, and I’m excited to share the highlights with you in the form of our third annual Impact Report.



Tim Chi

A stylized, handwritten signature in black ink, appearing to read 'Tim Chi'.





**tkww**   
THE KNOT WORLDWIDE

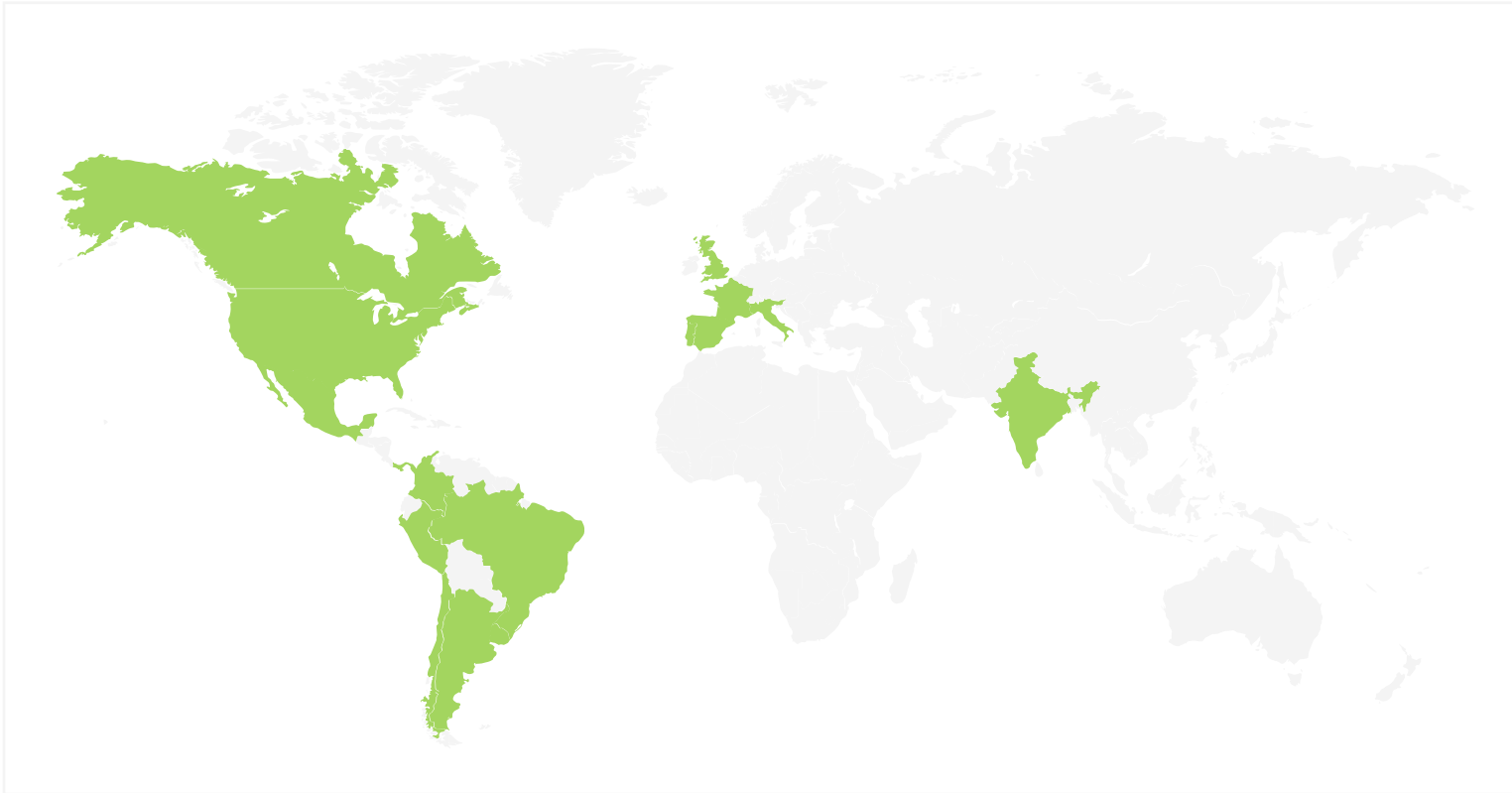
Nikki Daskalakis

# Our Impact

In more than 16 countries around the world, we enable everyone to celebrate the moments that make us. We truly believe that bringing people together to celebrate keeps the heart of humanity beating. As a global company, our industry-leading websites, top-ranked mobile apps and trusted resources provide the most sought-after information, connections and services to help people take celebration planning from inspiration to action.



The Knot Worldwide's vision is to ensure everyone around the world is empowered to create celebrations that are authentic to them, for the moments that are most important.



the knot WEDDINGWIRE bodas.net theBUMP Hitched THE BOISH

bodas.com.mx casamientos.com.ar casamientos.com.br casamientos.pt casamiento.com.uy mariages.net

matrimonio.com matrimonio.com.co matrimonio.com.pe matrimonios.cl WEDDINGWIRE.in WEDDINGWIRE.ca

## Core Values

Our Core Values drive how we run our business, interact with fellow employees and serve our couples and vendors.



### WE DREAM BIG.

We iterate and experiment to drive innovation.



### WE LOVE OUR USERS.

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



### WE DO THE RIGHT THING.

Respect, fairness & inclusion strengthen our team.



### WE HUSTLE EVERYDAY.

We favor urgency and own our outcomes.



### WE WIN TOGETHER.

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

# We champion the importance of celebration for every generation to come

**37.5%**

of our Board identify with under-represented groups

**56%**

of our Senior Leadership Team identify as female

**66%**

of our global workforce identify as female

**~900K**

local vendors

**4.5M**

celebrations planned in 2023

**4.6M**

annual registered users

**14.9M**

vendor reviews

**45M**

average unique monthly visitors

**16**

leadership awards

**1,100**  
EMPLOYEE  
VOLUNTEER  
HOURS

Two-day global donate event serving **61** organizations in **43** cities across **8** countries and **24** U.S. states

**tkww**  
THE KNOT WORLDWIDE  
**donate**

**45K+**

hours of employee training completed

**12**

Employee Core Value Award Winners

**PUBLISHED INCLUSIVITY STATEMENT**

Reaffirmed TKWW commitment to inclusivity

**9TH CONSECUTIVE YEAR**

recognized by the HRC for corporate equality index

## ESTABLISHED NET ZERO EMISSIONS GOAL

We are committed to reducing our greenhouse gas (GHG) emissions and achieving **net zero** by 2050, in alignment with Science Based Targets Initiative (SBTi)



## 100% RECYCLED PAPER GOAL

Committed to using 100% recycled paper for our stationery business by 2030



**100%** satisfaction rate from respondents in our Fellowship For Change Class



Continued Partnership to support the **LGBTQIA+ small business community**



Best CEO 2023



Best Company Culture 2023



Best Company Women 2023



Best Company Outlook 2023



Best Company Leadership 2023



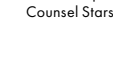
Best Company Career Growth 2023



Best CEOs for Diversity 2023



Best Company Happiness 2023



Best Company Work-Life Balance 2023



Best Company Culture 2023



Best Company Diversity 2023



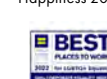
Best Company Global Culture 2023



Best Company New York 2023



Best Company Happiness 2023



Best Places to Work 2023



Best Places to Work 2023



Best Places to Work 2023



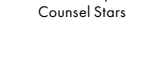
Best Places to Work 2023

**BUSINESS INSIDER**

Jenny Lewis  
Insider's CMOs to Watch 2023



Felicity Chaban  
DCA Live Corporate Counsel Stars



Felicity Chaban  
DCA Live Corporate Counsel Stars

**TOP CFOs**

Andy Ivanovich  
Top 25 CFOs of DC



Emily Markmann  
OnCon Top 50 HR



Emily Markmann  
OnCon Top 50 HR



# We aspire to be the go-to platform for inclusive and sustainable celebrations

## Breaking down barriers to enable inclusive celebrations.

Celebration is a core part of every human experience. We use it to mark the passage of time, connect with our community, make memories and affirm our identities—yet we know not everyone is able to celebrate in the way they want to, whether those limitations are legal, cultural or socioeconomic.

Across our global family of brands, The Knot Worldwide serves approximately 45 million people. We have a responsibility to every community where we operate, and we believe celebrations can serve as a force for good in the world—bringing people together and building connections across cultures and geographies.

## Fostering a sense of belonging across our communities.

We recognize future generations will be the most diverse, and by championing the power of celebration, we strive to remove barriers and unlock the chance to authentically commemorate life's most special moments. It is our mission to be the go-to platform for inclusive celebrations and provide equitable offerings that meet the needs of our users today and tomorrow. As part of this, we continuously foster growth and mentorship for small businesses that fuel the industry.

To support the next generation of couples and vendors, we are continuing to build a company culture valuing authenticity and diversity of thought. We are committed to maintaining an equitable culture and workplace that is representative of the communities we serve and where every employee feels empowered to bring their true selves to work.

**By 2025, we will establish our accountability metric to meaningfully measure inclusivity and belonging among our employees, vendors and couples.**

## Advocating for marriage equality within our industry and beyond.

As a leader in the global wedding industry, we acknowledge that freedom to marry is not equal throughout the world. We are committed to supporting marriage equality and advocating for equity. By partnering with The Knot Worldwide, vendors are expected to clearly disclose when their services are religious in nature and reserved for couples of the same faith, and are otherwise required to serve all couples equally. As a private business that is open to all, we strive to promote services that are also open to everyone.

## Ensuring sustainable celebrations for generations to come.

We recognize the impact our business and industry have on the environment and it's our priority to lead with transparency, contributing to a more prosperous planet.

**We are committed to reducing our greenhouse gas (GHG) emissions and achieving net zero by 2050, in alignment with Science Based Targets Initiative (SBTi).**

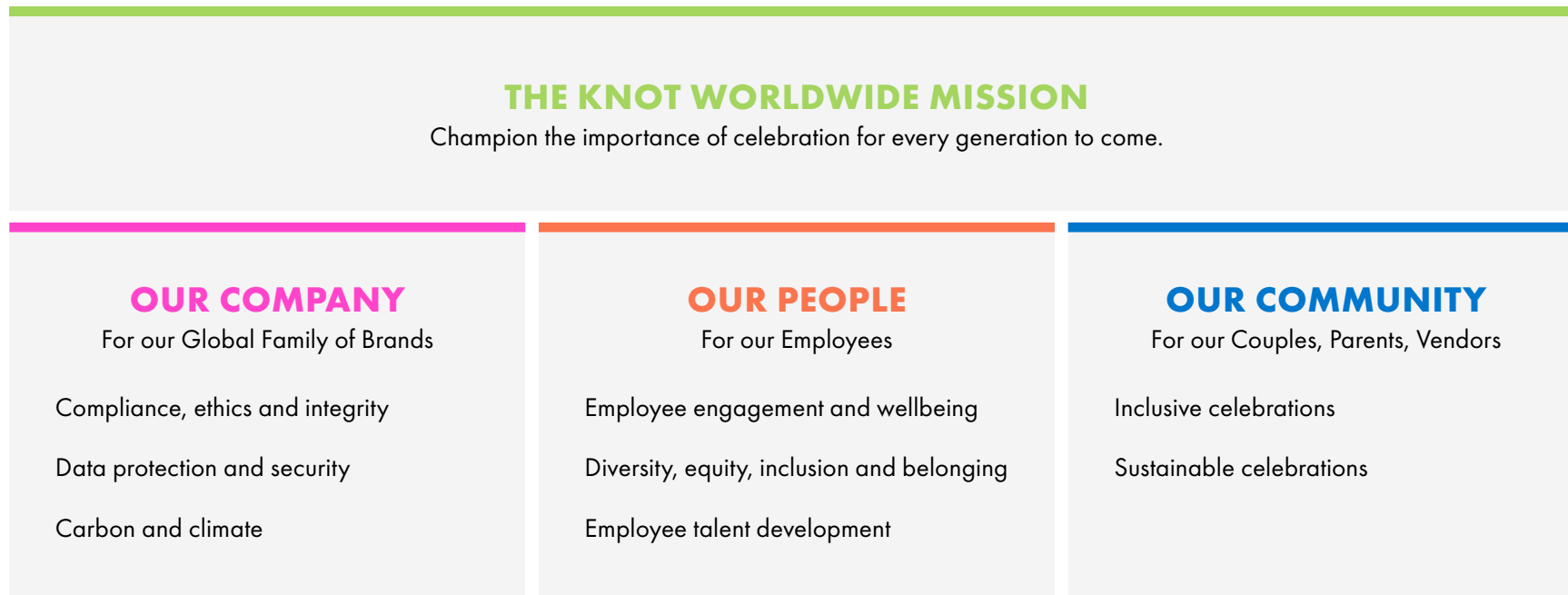
## ...this is our Impact.

We unify our Environmental, Social & Governance (ESG) strategy as our 'Impact' program to hold ourselves accountable to our ambitions, ensuring future generations have the right to celebrate the moments that make them.

## OUR IMPACT

# How We Organize Our Impact

In 2021, we completed our first materiality assessment to select and define material topics to prioritize our Impact efforts and organized them into three workstreams. 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. For more information please see our About this Report section. Our Impact Report is organized across these three themes.



We expect to update our materiality analysis in 2024 to ensure that we continue to understand the ESG issues which are most important to our stakeholders, our business and society, as well as to comply with new regulations.



# Our Company

The Knot Worldwide's global family of brands enables our communities to celebrate the moments that make us. At the core of the TKWW 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. The company's wedding planning services are offered through its global wedding brands, including The Knot, WeddingWire, Bodas.net, Hitched.co.uk and Matrimonio.com. TKWW also supports parents through the pregnancy and parenting journey with content and tools on The Bump, and helps communities plan other important life celebrations through The Bash.



- LETTER FROM THE CEO
- OUR IMPACT
- OUR COMPANY
- OUR PEOPLE
- OUR COMMUNITY
- IMPACT GOVERNANCE
- ABOUT THIS REPORT
- ESG TEAR SHEET

OUR COMPANY

# Management

We believe in having a governance structure that is effective, collaborative and embodies our Core Value “We Win Together.” In 2023, we benefited from an experienced Board of Directors and Executive Team that brought a diversity of perspectives and valuable expertise to our business.

## OUR BOARD OF DIRECTORS

Our Board of Directors is made up of a diverse and experienced group of individuals. Twenty-five percent of our Board Members identify as female, and 37.5% identify with under-represented groups. They bring significant expertise across key business areas, including technology, consumer experience and ESG matters.



**DARREN HUSTON**  
Board Chair;  
Compensation Committee



**TIMOTHY CHI**



**DAVID ERLONG**  
Audit Committee



**THOMAS EVANS**  
Compensation Committee



**CAROLYN EVERSON**



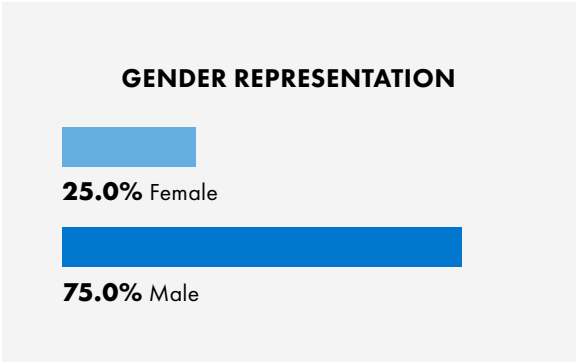
**KATHLEEN PHILIPS**  
Audit Committee



**DIPAN PATEL**  
Compensation Committee



**BENJAMIN SPERO**  
Audit Committee



<sup>1</sup>Under-represented group or URG refers to a group of persons who have been denied access or suffered past institutional discrimination within a country or geographical region. Within the US population, we use the EEO-based categories for race/ethnicity to define URG as American Indian/Alaska Natives, Asians, Black/African Americans, Native Hawaiian/Other Pacific Islanders, Hispanics and individuals of two or more races.



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

### OUR EXECUTIVE TEAM

TKWW benefits from an accomplished C-Suite that brings diverse expertise in our operational domains. In 2023, Angel Llull Mancas was promoted to Chief Revenue Officer, overseeing all revenue-generating operations of the Company. In addition, Felicity Chaban’s title changed from General Counsel to Chief Legal Officer, continuing her global leadership of the Company’s legal and compliance functions.



**TIMOTHY CHI**  
Chief Executive Officer



**ANDREW IVANOVICH**  
Chief Financial Officer



**ZOHAR YARDENI**  
Chief Product Officer



**EMILY MARKMANN**  
Chief People Officer



**FELICITY CHABAN**  
Chief Legal Officer



**JENNY LEWIS**  
Chief Marketing Officer



**ANGEL LLULL MANCAS**  
Chief Revenue Officer

### GENDER REPRESENTATION



42.9% Female



57.1% Male

### RACIAL AND/OR ETHNIC DIVERSITY



14.3% Under-represented groups<sup>1</sup>



85.7% Non under-represented groups<sup>1</sup>

<sup>1</sup>Under-represented group or URG refers to a group of persons who have been denied access or suffered past institutional discrimination within a country or geographical region. Within the US population, we use the EEO-based categories for race/ethnicity to define URG as American Indian/Alaska Natives, Asians, Black/African Americans, Native Hawaiian/Other Pacific Islanders, Hispanics and individuals of two or more races.



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## 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.

## 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
- 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 chair of the Audit Committee
- Using the Compliance Hotline via phone or online (includes two-way 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.

During 2023, TKWW launched refreshed global compliance trainings on, among other things, employee data privacy obligations, our whistleblower policy, anti-bribery/anti-corruption and anti-discrimination/anti-harassment.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## WHISTLEBLOWER PROTECTION

TKWW is strongly committed to ensuring that everyone at TKWW feels comfortable speaking up to report potential wrongdoing. TKWW enables two-way anonymous reporting of concerns through its Compliance Hotline, which is available in multiple languages. TKWW also 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 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. The Audit Committee oversees our whistleblower program, and receives regular updates on whistleblower complaints.

### 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, 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.

## 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 and 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 BRIBERY AND CORRUPTION

TKWW has a policy on prohibiting 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. During 2023, TKWW rolled out enhanced anti-bribery/anti-corruption training to all global employees.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

APPROACH TO TAX

Our tax strategy states our commitment to comply with the applicable laws and regulations related to taxes in every jurisdiction in which we operate, to pay the right amount of tax and to be transparent, cooperative and ethical in compliance with our Code of Conduct and Ethics. TKWW has a well-equipped and professional Tax function. It reports to the Chief Accounting Officer (CAO). The tax risk management policy is approved by the Chief Financial Officer (CFO).

The following are the four pillars of the strategy:

- Ensure that all tax filings and payments are met;
- Manage tax affairs in a manner consistent with commercial objectives and in full compliance with the law;
- Maintain an open, collaborative and ethical relationship with tax authorities; and
- Take an overall conservative approach to tax risk.

TKWW complies with applicable tax regulations and disclosure requirements in all countries in which it operates. Where tax compliance processes have been outsourced to a third party, TKWW requires the third party to follow these TKWW compliance principles.

TKWW has a whistleblower program which includes a Compliance Hotline which is available for all stakeholders to report alleged compliance violations, including on tax-related matters.

TAX IN OUR FINANCIAL STATEMENTS

TKWW’s tax expense reported in our quarterly and annual financial statements is intended for investors and lenders and, as such, is based on accounting concepts that seek to capture both the current and future tax impact associated with the Company’s accounting profit for that year. This figure will not match the taxes paid in the current year for several reasons including: impact of permanent differences (which will never reverse), impacts of temporary differences (which will reverse over time) and cash tax payments made or refunds received during the current year but related to a prior year.

2023 CURRENT TAX EXPENSE PER PROVISION  
IN SIGNIFICANT COUNTRIES

COUNTRY	2023 (IN THOUSANDS)	LOCAL CURRENCY
United States	17,095	USD
United Kingdom	0	GBP
Ireland	30	EUR
Spain	2,664	EUR
Italy	47	EUR



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMPANY

# 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 comply with our [Supplier Code of Conduct](#), which is 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 anti-bribery
- Environmental responsibility and emissions reduction
- Working hours and fair wages
- Freedom of association
- Health, safety and emergency preparedness
- Stakeholder rights and free, prior and informed consent
- Child and forced labor
- Non-discrimination and non-harassment

It is important to us that our suppliers share these values. TKWW has supplier screening and onboarding processes in place so that we can better ensure that our suppliers understand and comply with the principles set forth in our Supplier Code of Conduct. Suppliers are additionally required to agree to our Supplier Code of Conduct in order to be onboarded into TKWW's supplier management system. TKWW reserves the right to terminate our relationships with suppliers who are in breach of our Supplier Code of Conduct.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMPANY

## 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 wedding marketplace, it is our responsibility to ensure our business plays its part in reducing the environmental impact on our planet for future generations.

**In 2023, we formalized our carbon reduction goals and committed to reducing our greenhouse gas (GHG) emissions to net zero across our entire value chain by 2050. In 2024, we expect our short- and long-term decarbonization goals to be validated by the Science Based Targets Initiative (SBTi)**

Our efforts to reduce our environmental impact extend across our value chain, from vendor and consumer education to responsibly managing consumption and waste across our offices and operations. We identify and manage climate risks and opportunities as well as 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, education and green and charitable initiatives.

GHG EMISSIONS PERFORMANCE (TCO2E)	2022	2023
<b>Scope 1: Direct</b>	226	146
Stationary: Natural Gas	36	36
Stationary: Other Fuels	2	0
Fugitive Emissions: Refrigerants	189	110
<b>Scope 2: Purchased Electricity and Steam</b>	850	595
Electricity: Location Based	816	528
Electricity: Market Based	850	595
Steam	53	0
<b>Scope 3: Indirect (Value Chain)</b>	13,138	19,485
Category 1: Purchased Goods and Services	10,019	12,798
Cloud Computing	753	1,146
Paper (Stationery Business)	2,219	3,307
Paper (Magazine Business)	1,003	1,117
Other Purchased Goods and Services	6,044	7,228
Category 2: Capital Goods	328	1,598
Category 3: Other Fuel and Energy	317	228
Category 4: Upstream Transportation and Distribution	164	194
Category 5: Waste Generated in Operations	20	25
Category 6: Business Travel	1,046	3,412
Category 7: Employee Commuting and Remote Work	1,244	1,230
<b>Total Carbon Footprint</b>	14,214	20,226

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## 2023 CARBON FOOTPRINT

### INNER PIE

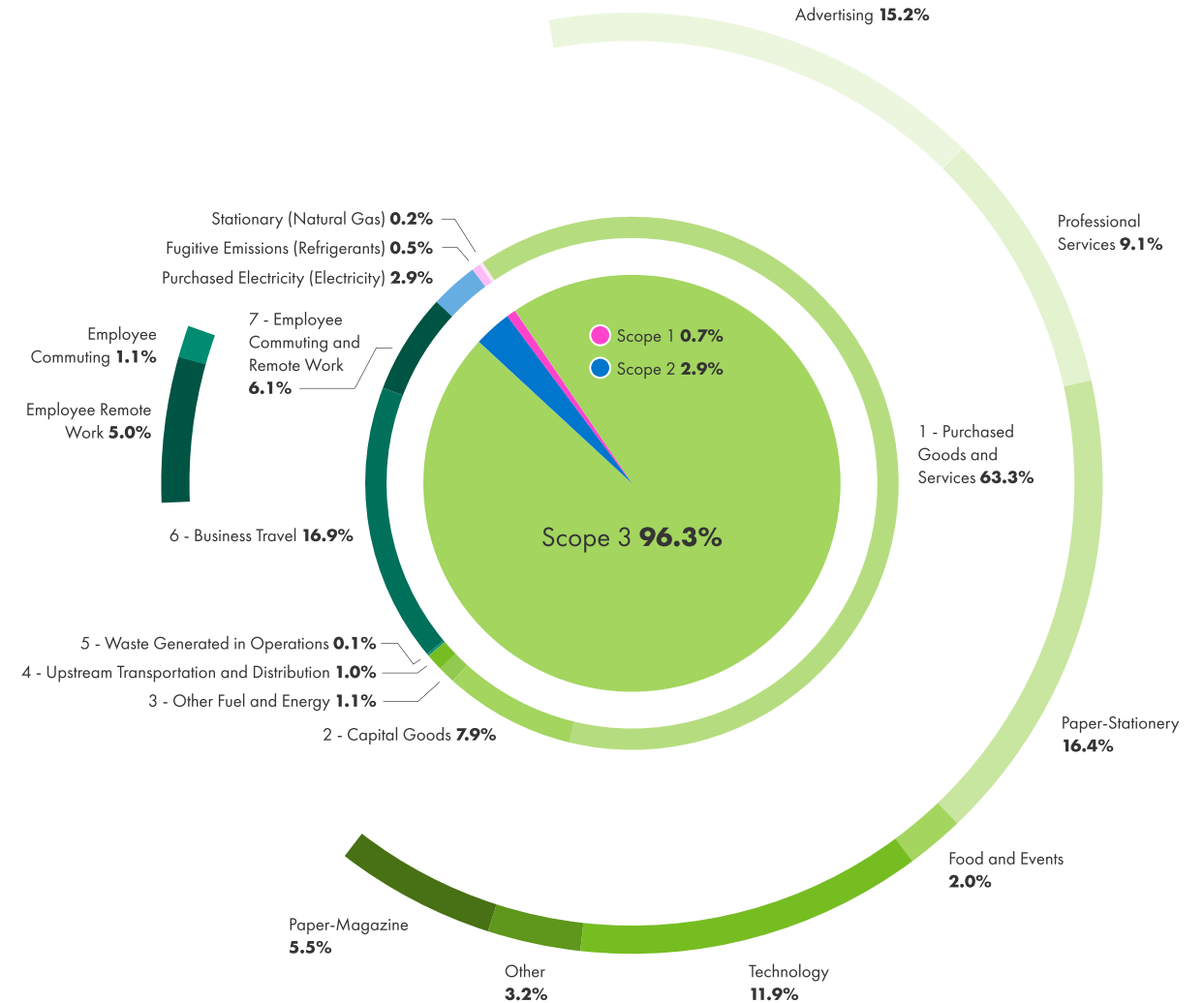
- Scope 1 **0.7%**
- Scope 2 **2.9%**
- Scope 3 **96.3%**

### MIDDLE RING

- Stationary (Natural Gas) **0.2%**
- Fugitive Emissions (Refrigerants) **0.5%**
- Purchased Electricity (Electricity) **2.9%**
- 1 - Purchased Goods and Services **63.3%**
- 2 - Capital Goods **7.9%**
- 3 - Other Fuel and Energy **1.1%**
- 4 - Upstream Transportation and Distribution **1.0%**
- 5 - Waste Generated in Operations **0.1%**
- 6 - Business Travel **16.9%**
- 7 - Employee Commuting and Remote Work **6.1%**

### OUTER RING

- Advertising **15.2%**
- Professional Services **9.1%**
- Paper-Stationery **16.4%**
- Food and Events **2.0%**
- Technology **11.9%**
- Other **3.2%**
- Paper-Magazine **5.5%**
- Employee Remote Work **5.0%**
- Employee Commuting **1.1%**





- LETTER FROM THE CEO
- OUR IMPACT
- OUR COMPANY
- OUR PEOPLE
- OUR COMMUNITY
- IMPACT GOVERNANCE
- ABOUT THIS REPORT
- ESG TEAR SHEET

GREENHOUSE GAS (GHG) EMISSIONS

In 2022, we undertook our first carbon footprint assessment to calculate 2019-2021 emissions for selected Scope 1, 2 and 3 emissions. We have since expanded the breadth of those calculations to look comprehensively at emissions across our entire value chain. In 2023, we implemented a new carbon accounting software that allows us to be more accurate, including the use of supplier-specific emissions factors. This process resulted in minor restatements of our 2022 carbon footprint, making them directly comparable to 2023 calculations. More information on our updated carbon footprint methodology is available in the About This Report section (page 45).

From 2022 to 2023 our carbon footprint increased. This was primarily due to an increase in travel to support more in-person gatherings, as well as growth in our Stationery business. We remain committed to achieving our net zero targets outlined in this report.

CARBON & CLIMATE PROGRAMS

TKWW provides employees with resources and education to help take action on carbon and climate. For example, in April, TKWW’s Sustainability Committee hosted a webinar for all employees featuring Jamie Alexander, Director of Drawdown Labs at Project Drawdown, to discuss science-based solutions that businesses can take to reduce their impact on the climate. The Sustainability Committee meets monthly to plan education and employee outreach for its global employee base.

ENERGY USE

TKWW sources 100 percent of its energy from utility companies with the exception of one office in Spain which generates a portion of its electricity via onsite solar photovoltaic energy. That facility also participates in programs offered by local utility providers that source 100% renewable electricity. Overall, in 2023, 90% of our energy came from the electricity grid.

ENERGY CONSUMPTION (GIGAJOULES)	2022	2023
Electricity	8,172	6,271
Natural Gas	709	716
Steam	846	0
Other Fuel	21	6
Total Energy Consumption	9,748	6,991



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET



## TCFD DISCLOSURES

### Governance and Oversight

The full Board has ultimate oversight over TKWW's climate strategy. TKWW's ESG SteerCo, 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:

- Working with suppliers, particularly in our paper-related businesses, to develop decarbonization pathways, from material selection to product delivery
- Choosing data center partners that use renewable energy and have taken steps on climate adaptation
- 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

In 2023, we formalized our carbon reduction goals and committed to reducing our greenhouse gas (GHG) emissions to net zero across our entire value chain by 2050. In 2024, we expect our short- and long-term decarbonization goals to be validated by the Science Based Targets Initiative (SBTi). TKWW is committed to disclosing our greenhouse gas emissions across our value chain on an annual basis. Our 2022 baseline carbon footprint is 14,214 metric tCO<sub>2</sub>e across our Scope 1, 2, and 3 emissions.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMPANY

# Data Protection and Security

At TKWW, we continue to evolve our privacy practices to meet new security and legal challenges and developments, overseen by our Chief Legal Officer. 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 of Global Security and EVP of Engineering, to protect the personal identifiable information (PII) entrusted to us, in accordance with our internal policies and applicable laws.

## APPROACH TO CYBERSECURITY

TKWW has a comprehensive approach to evaluate, identify and address data security risks, using industry cybersecurity standards in alignment with NIST and ISO 27001. While we are careful not to publicly disclose information that could provide insight into our cybersecurity protocols and potentially 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 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

### Application Security:

black-box security testing in which tests are performed by attacking applications from the outside

### Web Application Firewalls (WAF):

protect web applications from a variety of cyber attacks targeting our internet facing applications

### Firewall Manager:

centrally configures and manages firewall rules across accounts and applications

### Continuous Attack Surface Testing (CAST):

proactively defends dynamic attack surfaces by combining advanced technology, automation and expert-driven testing

### Cyber User Awareness Training:

scheduled phishing campaigns that train our employees to recognize and report real cyber attacks



- LETTER FROM THE CEO
- OUR IMPACT
- OUR COMPANY
- OUR PEOPLE
- OUR COMMUNITY
- IMPACT GOVERNANCE
- ABOUT THIS REPORT
- ESG TEAR SHEET

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 personal identifiable information (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 during the course of their work, other than when they are legally required to disclose such PII.

We base our privacy culture on the following principles:

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 is committed to 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 TKWW.

Choice:

TKWW will offer choices regarding the collection, use and disclosure of PII and make information about such choices available where required by law.

During 2023 TKWW has made notable developments in its privacy practices. The most remarkable developments are the following:

- Creation of a dedicated functional area to supervise privacy compliance across TKWW
- Development of a proactive and forward-looking Global Privacy Program and privacy priorities for TKWW
- Enhancement of our vendor privacy review process to more closely monitor privacy risks when contracting with third parties
- Creation of a new internal global privacy policy that governs privacy compliance within TKWW



# Our People

At The Knot Worldwide, we champion celebration.

Our employees are bound by meaningful, authentic connections and we value and respect the community we have built and the global community we serve. We are passionate dreamers and lifelong learners with a deep desire to positively impact couples, professionals and the colleagues we work alongside each day. We inspire, we inform and we celebrate.

Our core values shape our culture, which means we dream big, love our users, hustle every day, and always do the right thing to win together. Our people are at the heart of our success.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

OUR PEOPLE

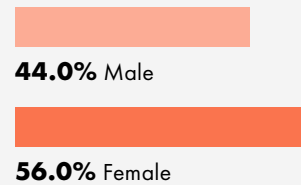
# Diversity, Equity, Inclusion and Belonging (DEIB)

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. Recently, we have added Belonging to our strategy, recognizing the importance of belonging in employee engagement and productivity. Belonging is the feeling of security and support when there is a sense of acceptance, inclusion and identity for a member of a certain group. Belonging is the outcome of our efforts of creating a diverse and inclusive environment.

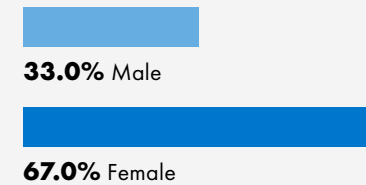
## REPRESENTATION IN OUR WORKFORCE

Performance and diversity strengthen our global organization and we are dedicated to making progress in the representation of our talent. In 2023, 66.4% of our global workforce self-identifies as female with 56.0% of our leadership team self-identifying as female. For our US team, 19.9% of our organization self identifies in an ethnically underrepresented group (URG), with 22.0% of our Senior Leadership Team self-identifying in an URG.

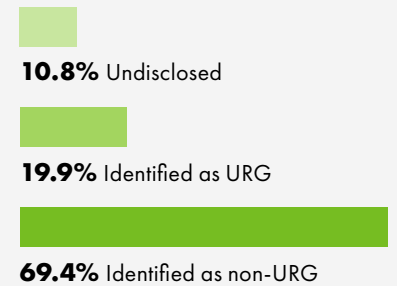
### GLOBAL SENIOR LEADERSHIP GENDER REPRESENTATION



### GLOBAL WORKFORCE GENDER REPRESENTATION



### U.S. WORKFORCE RACIAL AND/OR ETHNICITY REPRESENTATION





LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## DEIB 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 DEIB.

**H**

### Hire, Engage & Retain Top Talent:

Build a diverse, high-performing workforce that reflects the communities that we serve.

**E**

### Empower Our Communities:

Uplift our communities and encourage our employees to support organizations that align with their personal passions.

**A**

### Advance a Culture of Inclusion:

Promote an inclusive environment that fosters collaboration, teamwork and innovation, where employees feel valued for their unique perspectives.

**R**

### 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.

**T**

### Track & Promote Accountability:

Establish effective systems, processes and measures to drive accountability and track impact.



Nikki Daskalakis

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET



## FOSTERING BELONGING

Employee Resource Groups (ERGs) is one way we aim to foster a sense of belonging at TKWW. These internal communities are a place where team members can come together to find support in their personal and professional development, and provide feedback on company-wide challenges.

As an organization that understands the value of celebration, our ERGs play a pivotal role in creating opportunities to celebrate cultural holidays and milestones in a meaningful way.

We have supported the following ERGs:





OUR PEOPLE

# Employee Engagement

At TKWW, listening to our employees is a critical cornerstone to developing our talent strategy. Employees have the opportunity to have their voices heard through regular engagement surveys, discussions with their management team and other feedback forums.

Each year, we conduct an annual Voice of Employee (VoE) Survey to better understand employee engagement, a key metric for higher performance, productivity and employee retention. Based on this feedback, our organization creates action plans for two focus areas, and will conduct a smaller pulse survey to check in midway through the year on our progress. In 2023, 86% of our global workforce participated in the VoE, and provided a 69% favorability of engagement index and an 84% net employee promoter score.

Based on insights from our VOE survey in June of 2022, we identified two global focus areas for 2022 - 2023: collaboration and communication and feedback, and recognition to create meaningful action.

VOE RESULTS	2022	2023
Global Participation	88%	86%
Global Engagement Score	72%	69%
Global Inclusion Score	88%	87%
<b>Global eNPS*</b>		
I would recommend The Knot as a great place to work	86%	84%

\* Represents eNPS as a favorability score.

In February 2023, we introduced Engage Worldwide, a hybrid event to kick off the year for our global workforce by sharing the company’s strategic pillars through dynamic sessions and on-demand content while generating engagement and alignment. We also recognized key achievements by teams and individuals.

To instill further alignment and connection, we designed and launched Senior Leadership Team (SLT) Connect, a two-day event to bring together our cohort of senior leaders, invest in developing critical leadership skills together and align on our strategy and key company initiatives.

We are also proud to be recognized for our culture, employee engagement and performance through the following Comparably awards in 2023:



Best Company Work-Life Balance 2023



Happiest Employees 2023



Best Career Growth 2023



Best Leadership Teams 2023



Best CEOs for Diversity 2023



Best CEOs for Women 2023



Best Places to Work in New York 2023



Best Global Culture 2023



Best Company Outlook 2023

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR PEOPLE

# Employee Health and Wellbeing

We are committed to supporting our employees' wellbeing, and offer a wide range of holistic offerings to support our employees. 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.

To support our employees and their families, we offer paid leaves of absence and family leaves, as well as other leaves to support their physical and mental wellbeing. For our US-based employees, we partner with Stork Club to offer inclusive family-forming benefits. In 2024, we intend to focus on our global benefits strategies to drive wellness across three key pillars: physical, mental and financial health.



## WORKPLACES

To further support our employees' engagement and wellbeing, we have continued our flexible and hybrid working model, which offers employees flexibility to support their individual needs.

Our global offices allow us to bring our employees and teams together for Moments that Matter, to connect, celebrate and create. We opened our newest office in Barcelona, Spain in Q4 2023, intentionally designed with flexible spaces for employees to work in a variety of settings. Aligned with our sustainability efforts, the space features sustainable materials, such as recycled carpet and furniture.

Our Workplace team focused on shopping locally to support small businesses and reduce the carbon footprint for the design of this office space.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR PEOPLE

# Employee 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.



## FEEDBACK AND CAREER CONVERSATIONS

We continue to invest in our employees' development through feedback conversations, held twice per year with employees and their managers. The goal is for each employee to have the feedback and support they need to engage and perform, and create a unique development plan to support their career ambitions.



## TKWW UNIVERSITY

TKWW University is focused on continuously cultivating an environment of learning that supports and prepares our highly-skilled workforce for tomorrow's demands. The TKWW U mission is to provide the necessary resources to enable our global talent to close critical skill gaps and prepare our workforce for current and future business challenges.

TKWW University comprises a variety of learning programs, including our on-demand learning hub of educational offerings provided by Udemy, which offers courses to thousands of certificate-based affiliate programs through cutting-edge software, where learners can meet all educational and developmental needs. We also offer TKWW-specific training both on-demand and live to our teams globally.

In 2023, 45,984 hours of training were completed across our workforce through live training offered through our internal training team, other vendors and Udemy for Business.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## ENGAGE

Engage Worldwide 2023 was a two-day kickoff, with 16 sessions and 18 speakers covering business strategy, leadership keynotes and panels. Our global team also had the opportunity to 'Engage with...' leaders across the organization, who presented on professional development topics including compassionate leadership, storytelling to drive business, why change and transformation can be invigorating and more!



**"Thank you thank you to everyone and all of the hard work that goes into making Engage happen! These two days make me feel connected to everyone and refreshed to get back to work! I am just staring out in my career and I am so grateful to be able to work here alongside folks with immense talent, knowledge, and positivity."**

TKWW Employee





LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR PEOPLE

# 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. We invest in our local communities directly and empower our employees to do so as well. Over the past year TKWW has committed to local communities through meaningful action and investment.



## ANNUAL GLOBAL DONATE DAY

What We Do Matters. On this annual day of service, we pause our day-to-day work to volunteer and give back to local communities across the globe. In 2023, TKWW employees from **8** countries around the world volunteered over **1,100** hours across **61** organizations 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 US employees make up to \$100 per year.

## SUPPORT OF LGBTQIA+ RIGHTS

Throughout 2023, TKWW donated to organizations supporting LGBTQIA+ rights. Additionally, TKWW renewed its corporate sponsorship of the National Gay and Lesbian Chamber of Commerce (NGLCC) to support LGBTQIA+ small business owners across the US and help their businesses thrive.





# Our Community

At The Knot Worldwide, it is our mission to champion the importance of celebration for every generation to come.

We aspire to be the go-to platform for inclusive celebrations, providing equitable offerings that meet the needs of our couples and vendors today and tomorrow. We believe celebrations can serve as a force for good in the world—bringing people together by building connections across cultures and geographies, and leading with transparency to contribute to more sustainable celebrations.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMMUNITY

## Inclusive Celebrations

The best celebrations in life happen when everyone feels welcome. We are committed to serving all couples and vendors around the world, and 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, inclusion and belonging 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 and vendors—no matter their race, ethnicity, 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.

**To support the next generation of couples and vendors, it is our mission to be the go-to platform for inclusive celebrations.**

By championing the power of celebration, we strive to remove barriers and unlock the chance to commemorate life's most special moments in a way that feels authentic.

We aim to foster business growth and mentorship for small businesses that fuel the industry. It is our mission to have the most equitable offerings, supporting a couple base that is representative of each and every generation to come. This also means building a culture internally where we value authenticity and diversity of thought offerings, supporting a couple base that is representative of each and every generation to come.



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## FELLOWSHIP FOR CHANGE

We introduced Fellowship for Change to our US marketplace in 2021 to support historically underserved wedding professionals in their first years of business. In a survey among the 2023 class members nearly all respondents (92%) reported being satisfied with their experience in the program. They revealed that the top three most useful components were mentorship, advertising and education. Nearly half of those who responded self-reported that their leads increased, on average by 93%. The program includes:

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

**“Fellowship for Change increased my visibility as an entrepreneur, boosted my self-confidence and gave me the tools I needed to take my business to the next level.”**



**Tiara Bryant**

Royal Treatment with Tiara  
2023 Fellow



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMMUNITY

## Inclusive Content

## FOR OUR COUPLES

**Content created:** We aim to serve all couples and represent their diverse families and backgrounds by providing thoughtful and inclusive inspiration and advice through our editorial and publishing content available onsite, in our magazine and on our social media channels. TKWW created over 84 new content highlights in 2023 including:

- TKM Fall 2023 Feature: Love and The Law
- What Does Mx. Stand For? How to Properly Use the Title
- How to Plan a LGBTQIA+ Wedding With Etiquette
- 42 LGBTQIA+-Owned Businesses You Can Consider for Your Wedding
- 9 Jamaican Wedding Traditions to Honor Your Heritage
- The Ultimate Indian Wedding Planning Guide

**Trainings:** In 2023, we launched new inclusivity training workshops specific to our editorial and content team. The trainings aim to open communication on topics to further our teams' education and provide resources to continually further our lens of inclusivity. The four workshops completed in 2023 are as follows:

- Addressing Bias In The Workplace and Our Content with Verushka Gray
- Fostering Inclusive Collaboration with Verushka Gray
- Equally Wed LGBTQ+ Training, Part 1 with Kirsten Palladino
- Equally Wed LGBTQ+ Training, Part 2 with Kirsten Palladino

**Travel disclosure:** In 2023, we implemented a new travel disclaimer policy recognizing that laws vary around the world, including some that limit or restrict freedoms based on factors such as religion, sex, gender identity, marital status or sexual orientation. We are dedicated to powering all celebrations and serving as a trusted advisor by providing our users with resources and recommendations to preserve and defend their personal safety and fundamental human rights.

As of April 2024, we require all editorial or ad content within our control regarding destination weddings to display a disclaimer alerting couples that equal access to marriage services may vary in some countries.

We have also published editorial content covering the topic, titled What LGBTQ+ Couples Should Be Aware of When Booking Their Weddings and Honeymoons.



## FOR OUR VENDORS

We champion the importance of diversity, equity and inclusion in the wedding industry. We provide resources, guidance and education to wedding professionals, so we can collectively make weddings even more inclusive and welcoming.

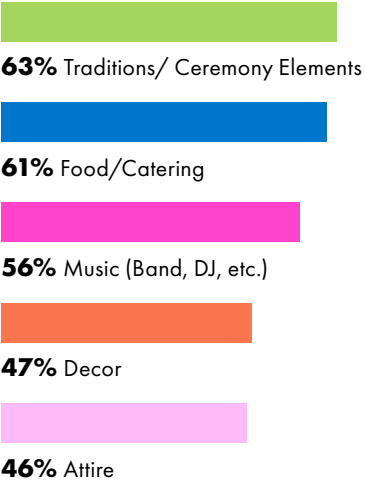
- LETTER FROM THE CEO
- OUR IMPACT
- OUR COMPANY
- OUR PEOPLE
- OUR COMMUNITY
- IMPACT GOVERNANCE
- ABOUT THIS REPORT
- ESG TEAR SHEET

MARKET RESEARCH

In 2023, we launched a study to better understand how couples from historically underserved groups express their cultural, ethnic, and/or religious identities in the planning and execution of their weddings.

The majority of survey respondents did or plan to incorporate their/their partner’s cultural, ethnic and/or religious background into their wedding (73%), and nearly half (48%) say that is extremely important to them. Nearly one in five say they struggle to find vendors who specialize in what they need.

In which of the following ways did/do you plan to incorporate ethnic, religious, or cultural background into the wedding?



Nikki Daskalakis



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET



## INTEGRATED MARKETING CAMPAIGN AND REBRAND

In 2023, The Knot decided to deepen its understanding of today's couples and the future generations to come, evaluating their priorities and the challenges they experience to identify a solution.

According to a 2023 study by The Knot, 81% of currently engaged couples are excited to be married—but the same percentage also experience stress during wedding planning. Weddings can be expensive and filled with pressure to achieve perfection, unspoken rules and the expectations of others—which can take the joy out of the moment, and make couples forget what weddings are all about. Importantly, Gen Z is shaking things up as they reach typical marrying age, with a greater interest in celebration over the more traditional aspects of marriage—and they have also distinguished themselves as the most stressed and diverse generation in history.

Simultaneously, The Knot Marketing team discovered that vendors help alleviate this anxiety for couples of all ages. In the same report, couples said vendors were among the most supportive and helpful in wedding planning (68%), followed by parents (64%). Leveraging these takeaways, the team set its sights on a clear campaign mission: bringing both sides of its Vendor Marketplace together to create the ideal outcome.

As a first step, The Knot Marketing team spearheaded a relaunch of The Knot brand in July 2023 to differentiate from a saturated, traditional market and more effectively engage with Gen Z. Then, The Knot team produced a compelling ad showcasing its new look and feel, supported by the brand's first-ever integrated marketing campaign. Anchored by the strategic idea "free celebration from expectation," the ad showcased a diverse range of couples and weddings. The Knot Marketing team selected three vendors who use The Knot Vendor Marketplace to star in the ad, featured an additional 13 in the credits and highlighted a total of 48 vendors in the campaign creative overall.



## CAMPAIGN RESULTS

**Featured a diverse range of couples, weddings and vendors. 3 vendors who use The Knot Vendor Marketplace starred in the ad and 48 were highlighted in the campaign overall.**

**Resulted in a 20% increase in Vendor Marketplace sessions in Q4 compared to the year prior.**

**Led to a strong year-over-year growth in signups, culminating in the most new couple registrations since 2019 for the same period.**

## LETTER FROM THE CEO

## OUR IMPACT

## OUR COMPANY

## OUR PEOPLE

## OUR COMMUNITY

## IMPACT GOVERNANCE

## ABOUT THIS REPORT

## ESG TEAR SHEET

## BLACK MATERNAL HEALTH HUB

In partnership with the National Medical Association, The Bump launched its Black Maternal Health Hub in 2021 to provide resources, advice and insights for expecting Black parents. The hub features educational and first-person content aimed at helping raise awareness of the maternal mortality crisis and empowering Black audiences.

To drive the Black Maternal Health Hub forward, The Bump also produced two series.

Reclaiming Your Power features videos and Q&A articles that include notable Black leaders working to make significant changes in support of Black maternal health:

- **Reclaiming Your Power: The Role of Wellness in Your Pregnancy Journey**
  - Sanya Richards-Ross, Olympic runner, star of Bravo's Real Housewives of Atlanta and founder and co-owner of MommiNation
  - Mykal Steen, co-owner of MommiNation
  - Temeka Zore, MD, OB-GYN and fertility specialist
- **Reclaiming Your Power: Why Your Wellness Team Is So Important**
  - Rachel Villanueva, MD, FACOG, immediate past president of the National Medical Association
  - Latham Thomas, founder of Mama Glow Foundation + Love Delivered partner
  - Lisa Price, founder of Carol's Daughter and Love Delivered
- **Hannah Bronfman**, Angel Investor, Author, Founder of HBFIT & On-Camera Personality
- **Dr. Kendra Segura**, an ob-gyn and featured TV personality on Bravo's Married to Medicine: Los Angeles.
- **Simonne Taitt**, founder of telehealth app Poppy Seed Health.
- **Charles Johnson IV**, founder of 4Kira4Moms.



Doctor Spotlight features Q&A articles with three doctors who work in support of Black maternal health:

- **Dr. Kameelah Phillips**, an ob-gyn and founder of Calla Women's Health in New York City.
- **Dr. Temeka Zore**, an ob-gyn and fertility specialist with Spring Fertility in San Francisco.
- **Dr. Denese Shervington**, founder of The Institute of Women and Ethnic Studies and chair of psychiatry and behavioral medicine at Charles R. Drew University College of Medicine and Science – College of Medicine in Los Angeles.



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## BLACK MATERNAL HEALTH WEEK

In alignment with Black Maternal Health Week in 2022 and 2023, The Bump committed to donate to 4Kira4Moms, an organization that advocates for improved maternal health policies and regulations and educates the public about the impact of maternal mortality in communities, and the Mama Glow Foundation, a 501c3 non-profit organization committed to advancing reproductive justice and birth equity through education, advocacy, research and the arts, by donating \$1 for every like, comment and share it received during those weeks on their respective Instagram posts.

**The Bump amplified the importance of community advocacy by partnering with 4Kira4Moms and brand partners Proudly, Territory Foods and Be Rooted by providing over \$25,000 in giveaways to promote maternal and child health for the Crescent City Family Services organization in New Orleans**



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## OUR COMMUNITY

# Sustainable Celebrations

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

**Our aspiration is to infuse sustainable materials across products and new product launches, in order to meet our short-term carbon reduction goals and hit our net zero greenhouse gas (GHG) emissions target by 2050.**

## THE KNOT INVITATIONS REDUCTION IN CARBON EMISSIONS

Committed to using 100% recycled paper for our stationery business by 2030.

- **Signature Paper and Envelopes present the biggest sustainable material update opportunity:** These paper types made up 81% of total paper pounds used in 2022.
- **Recycled material updates will be held until 2025:** Due to scaling priorities, all material updates will be held until 2025.
- **All new materials and products will be developed with sustainability in mind:** Virgin vs. recycled materials will be evaluated at time of development.

## SUSTAINABILITY EDITORIAL CONTENT

Available globally, we've developed guidelines, recommendations and professional advice on how to have a more sustainable wedding. In 2023, examples of these included:

- Eco-Friendly Makeup That Will (Actually) Keep Your Wedding Makeup Lasting All Day
- How to Incorporate Sustainable Wedding Flowers Into Your Eco-Friendly Wedding
- 22 Sustainable Wedding Dresses for the Eco-Conscious Bride
- 10 Sustainable Wedding Dress Brands to Watch



# Impact Governance

We are continuing to evolve our Impact strategy and goals to be specific, measurable, accountable, and to grow with our business over time. In 2023, we made advancements in our reporting capabilities including transitioning to carbon accounting software to ensure accuracy as we manage towards our carbon reduction aspiration.



IMPACT GOVERNANCE

# Material Topics

Our first materiality assessment analysis showed that we have eight material topics, which we have organized into three workstreams: our people, our company and our community.

Below is the process by which we organized this analysis:

OUR MATERIALITY PROCESS		
<p><b>Select and define material topics</b></p> <ul style="list-style-type: none"><li>Started with a list of ESG topics common to our industry</li><li>Created a short list of 13c topics to focus our research</li></ul>	<p><b>Conduct surveys and research</b></p> <ul style="list-style-type: none"><li>Stakeholder surveys for investors, board members, executives, employees, couples and vendors across our global brands</li><li>Interviews with TKWW executives, board members and investors to dive deeper</li><li>Desktop research of peers, raters and ranker</li></ul>	<p><b>Prioritize topics</b></p> <ul style="list-style-type: none"><li>Weightings applied to stakeholder categories</li><li>Results analyzed based upon both “importance to stakeholders” and “importance to business”</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. We expect to update our materiality analysis in 2024 to ensure that we continue to understand the ESG issues which are most important to our stakeholders, our business and society, as well as to comply with new regulations.

OUR COMPANY	OUR PEOPLE	OUR COMMUNITY
Compliance, ethics and integrity	Employee engagement and wellbeing	Inclusive celebrations
Data protection and security	Diversity, equity, inclusion and belonging	Sustainable celebrations
Carbon and climate	Employee talent development	

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## STAKEHOLDER ENGAGEMENT

We engage with stakeholders in a variety of ways throughout the year to understand their priorities. In particular, 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> </ul>	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Annual Engage kickoff event</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> </ul>	<ul style="list-style-type: none"> <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> </ul>	<ul style="list-style-type: none"> <li>Contracting and purchasing activities</li> </ul>

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## MANAGEMENT AND OVERSIGHT

Accountability for TKWW's Impact efforts resides with the Board of Directors, who meet regularly to provide governance and oversight. In 2023, the full Board met eight times, with 96 percent average director attendance. The Board's Audit Committee met three times and the Compensation Committee met three times. During 2023, the Board and its Committees discussed, among other Impact topics:

- Diversity, equity and inclusion (DEI) efforts within our workforce
- DEI efforts within our communities
- Our net zero goal, and
- Our Impact Report

## OUR IMPACT PROGRAM

Our Impact program is managed and overseen by TKWW's ESG Steering Committee (the "ESG SteerCo"), pursuant to its Charter which delegates it responsibility to, among other things:

- Assist in setting the Company's general strategy with respect to ESG Matters that may affect the business, operations, performance or reputation of the TKWW or are otherwise significant to TKWW and its stakeholders.
- Consider, recommend and approve policies, position statements, procedures, goals and aspirations, practices, and disclosures that conform with the strategy and best practices.
- Identify ESG risks and strategic opportunities; make recommendations regarding these ESG matters.
- Advise the Company on stockholder and other significant stakeholder concerns relating to ESG Matters.
- Assist in the Board's oversight of ESG Matters, including through regular reporting to the Board.
- Review and support integration of ESG systems and controls to monitor, verify and report ESG Matters, including but not limited to, the sustainability performance of the Company's business.
- Review the Company's performance under applicable ESG ratings.

Responsibility for the day-to-day implementation of our Impact strategy and integrating sustainability into the organizations DNA is led by our Head of ESG and supported by a cross-functional group in legal, strategy, accounting and finance, information security, marketing, product and human resources.



# About This Report

This report covers activities in calendar year 2023  
unless otherwise specified.



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## ABOUT THIS REPORT

# Scope, Boundaries and Methodology

The scope of this report was determined through a materiality assessment conducted in late 2021 that organized TKWW's material topics into three workstreams: Our Company, Our People and Our Community. More information about the materiality process can be found on page 45.

This report and the data within it cover 100% of TKWW's global operations and workforce unless otherwise specified. 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.

## SCOPE 1 AND 2 EMISSIONS

TKWW uses an operational control approach to carbon calculations, and all TKWW offices, storage facilities and third party data centers were included in Scope 1 and 2 emissions calculations. Because TKWW leases its space, we relied on property managers and landlords to provide data on utility and refrigerant use. Where only data for the entire building was available, TKWW estimated its allocated use based on percentage of square foot occupancy. Where energy data was completely unavailable for a specific site, TKWW extrapolated for that site based on square foot intensity factors for office or warehouse energy consumption averages, respectively. Co-working spaces (like WeWork) were considered outside of TKWW's operational control and therefore calculated as part of Scope 3,

## SCOPE 3 EMISSIONS

- **Category 1:** Purchased Goods and Services. These calculations fall into three categories: 1) upstream impacts of our stationery business (activity data), 2) upstream impacts of our magazine business (activity data) and 3) all other purchased goods and services (spend analysis) comprising 20+ spend categories and excluding costs related to payroll/benefits, legal fees, charitable contributions and bank-related charges.
- **Category 2:** Capital Goods. We used spend analysis to estimate the upstream impacts associated with depreciable purchases made in 2023.
- **Category 3:** Other Fuel and Energy. We used spend analysis to estimate the well-to-wheel upstream impacts associated with the use of energy consumed at our sites (Scope 1 and 2 energy).
- **Category 4:** Upstream Transportation and Distribution: These calculations include 1) the transportation impacts of deliveries from our stationery business (activity data) and 2) transportation impacts associated with the deliveries from our magazine business to distribution points (activity data). Impacts associated with courier/messenger/postal service impacts from TKWW internal operations are included in Scope 3, Category 1 (Purchased Goods and Services).
- **Category 5:** Waste Generated in Operations: These calculations were based on per-employee averages for landfill and mixed recycling, excluding the percentage of time employees worked remotely.

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

- **Category 6:** Business Travel: This category included 1) air travel 2) ground travel (rail travel, car rentals, fuel allowances, mileage reimbursement), and 3) hotel/lodging accommodations. These calculations were made using activity data from TKWW travel agencies, and “topped up” with spend-based calculations to account for leakage rates when travel bookings were made via alternate arrangements.
- **Category 7:** Employee Commuting. Commuting impacts were determined using average-distance calculations for each office and estimations for breakdowns between commuting via passenger vehicle and public transportation. In addition, we also included the impacts of remote work (additional energy consumption used by employees working from home) using estimates by office for in-office vs. remote work days.

The following Scope 3 categories were not included in TKWW’s carbon footprint:

- **Category 8:** Upstream Leased Assets: Not relevant
- **Category 9:** Downstream Transportation and Distribution: While TKWW’s downstream value chain does include transportation (for example, consumers who purchase The Knot magazine at a retail establishment and then take it home), that data is unavailable and estimates were deemed unreliable (although very likely insignificant to TKWW’s overall carbon emissions profile)
- **Category 10:** Processing of Sold Products: Not relevant
- **Category 11:** Use of Sold Products: Not relevant
- **Category 12:** End of Life Treatment of Sold Products: End-of-life impacts associated with paper sold through TKWW’s stationery and magazine business are included in the calculations in Scope 3, Category 1: Purchased Goods and Services
- **Category 13:** Downstream Leased Assets: Not relevant
- **Category 14:** Franchises: Not relevant
- **Category 15:** Investments: In October 2023, TKWW and its subsidiaries converted an existing convertible securities investment into an approximately 10% equity stake in a private direct-to-consumer floral business. Because of the floral business’s immaterial size (relative to TKWW’s overall revenue), it was excluded from TKWW’s 2023 carbon footprint.

## LETTER FROM THE CEO

## OUR IMPACT

## OUR COMPANY

## OUR PEOPLE

## OUR COMMUNITY

## IMPACT GOVERNANCE

## ABOUT THIS REPORT

## ESG TEAR SHEET

The following emissions factor datasets were used in the 2023 carbon footprint calculations:

- California Air Resources Board High GWP Refrigerants datasets for refrigerants.
- Commuting and remote work emissions are calculated by determining the number of employee months onsite vs. remote and applying the commute mix, average distance per mode, and regional electricity EFs based on location, using Watershed carbon accounting methodology.
- Environmental impact estimates for TKWW's stationery and magazine business were made using the Environmental Paper Network Paper Calculator Version 4.0. For more information visit [www.papercalculator.org](http://www.papercalculator.org).
- IEA Electricity Emissions Factors 2022 for location-based electricity consumption at remaining international sites.
- Supplier-specific emissions factors, drawn from publicly available sources (CDP, company sustainability reports, etc.), most recent year available.
- UK DEFRA 2023 UK Electricity for location-based electricity and fuel consumption at U.K. sites, as well as 1) business travel (air, ground, accommodations) and 2) upstream fuel and related activities, worldwide.
- U.S. EPA GHG Emissions Hub Datasets (April 2023) for fuel consumption at U.S. sites.
- U.S. eGRID 2021 (released on 1/30/2023) for 1) location-based electricity consumption and 2) upstream fuel and related activities, for U.S. sites.
- U.S. EEIO emissions factor datasets (v2.0.1) for spend-based analysis of 1) purchased goods and services, 2) capital goods, 3) upstream transportation and distribution, and 4) business travel.
- Utility-provided emissions factors (2023) for market-based electricity consumption.
- Waste generation estimates were based on number of employees, using EPA and DEFRA emissions factors.

All of the data included herein is based upon the information reasonably available to TKWW as of the date thereof. TKWW is committed to continuously developing and improving its reporting capabilities for future reports.

## UPDATES AND CORRECTIONS

In 2023, TKWW implemented a new carbon accounting software to better track our greenhouse gas emissions and support our decarbonization journey. As a result of that transition, we modified several of our data collection and estimation methodologies—and this changed some of our 2022 baseline calculations. We have reported the updated 2022 baseline in this report, to provide a more consistent comparison going forward.

## ASSURANCE AND VERIFICATION

TKWW management 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 inquiries at [impact@theknotww.com](mailto:impact@theknotww.com).



# ESG Tear Sheet



- LETTER FROM THE CEO
- OUR IMPACT
- OUR COMPANY
- OUR PEOPLE
- OUR COMMUNITY
- IMPACT GOVERNANCE
- ABOUT THIS REPORT
- ESG TEAR SHEET

ESG TEAR SHEET

# The Knot Worldwide Impact Tear Sheet

As we continue to expand and improve the collection and analysis of non-financial data, we have referenced 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.

## SOCIAL METRICS

SASB REFERENCE	INDICATOR	UNIT	2022 DATA	2023 DATA
	Board of Directors	Number	7	8
	Board of Directors Female	Percent	14%	25%
	Board of Directors Racial/ethnic minority	Percent	43%	38%
CG-EC-330a.3TC-IM-330a.3	Senior Leadership (VP+) Female	Percent	52%	56%
CG-EC-330a.3TC-IM-330a.3	Senior Leadership Underrepresented Group	Percent	28%	22%
CG-EC-330a.3TC-IM-330a.3	Employee - Female (Global)	Percent	68%	67%
CG-EC-330a.3TC-IM-330a.3	Employee Racial / Ethnicity Underrepresented Group (US)	Percent	20%	20%
CG-EC-330a.3TC-IM-330a.3	Employee engagement rate	Rate	See page 26	See page 26



LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## ENVIRONMENTAL METRICS

SASB REFERENCE	INDICATOR	UNIT	2022 DATA	2023 DATA
	<b>Scope 1: Direct</b>	Metric tons CO2e	226	146
	Stationary: Natural Gas	Metric tons CO2e	36	36
	Stationary: Other Fuel	Metric tons CO2e	2	0
	Fugitive Emissions: Refrigerants	Metric tons CO2e	189	110
	<b>Scope 2: Purchased Electricity and Steam</b>	Metric tons CO2e	850	595
	Electricity: Location Based	Metric tons CO2e	816	528
	Electricity: Market Based	Metric tons CO2e	850	595
	Steam	Metric tons CO2e	53	0
	<b>Scope 3: Indirect (Value Chain)</b>	Metric tons CO2e	13,138	19,485
	Category 1: Purchased Goods and Services	Metric tons CO2e	10,019	12,798
	Cloud Computing	Metric tons CO2e	753	1,146
	Paper (Stationery Business)	Metric tons CO2e	2,219	3,307
	Paper (Magazine Business)	Metric tons CO2e	1,003	1,117
	Other Purchased Goods and Services	Metric tons CO2e	6,044	7,228
	Category 2: Capital Goods	Metric tons CO2e	328	1,598
	Category 3: Other Fuel and Energy	Metric tons CO2e	317	228
	Category 4: Upstream Transportation and Distribution	Metric tons CO2e	164	194
	Category 5: Waste Generated in Operations	Metric tons CO2e	20	25
	Category 6: Business Travel	Metric tons CO2e	1,046	3,412
	Category 7: Employee Commuting and Remote Work	Metric tons CO2e	1,244	1,230
	<b>Total Carbon Footprint</b>	Metric tons CO2e	14,214	20,226

LETTER FROM THE CEO

OUR IMPACT

OUR COMPANY

OUR PEOPLE

OUR COMMUNITY

IMPACT GOVERNANCE

ABOUT THIS REPORT

ESG TEAR SHEET

## ENVIRONMENTAL METRICS

SASB REFERENCE	INDICATOR	UNIT	2022 DATA	2023 DATA
CG-EC-130a.1TC-IM-130a.1	Total Energy Consumed	Gigajoules	9,748	6,991
CG-EC-130a.1TC-IM-130a.1	Percent Electricity	Percent	84	90
CG-EC-130a.1TC-IM-130a.1	Percent Renewable	Percent	7	3
	Electricity	Gigajoules	8,172	6,271
	Natural Gas	Gigajoules	709	716
	Steam	Gigajoules	846	0
	Other Fuel	Gigajoules	21	6
CG-EC-130a.3TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	See page 19	See page 19
CG-EC-410a.1	Total greenhouse gas (GHG) footprint of product shipments	Metric tons CO2-e	99	194
CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	Discussion and Analysis	See page 19	See page 19

