



Chegg

Enviromental,
Social &
Governance
Report

2022



Table of Contents

Intro

CEO Letter	03
About Chegg	05
Mission & Values	06
2022 Highlights	07
ESG Framework & Reporting Methodology	09

Focus on People

Culture & Awards	12
Engagement & Wellbeing	13
Benefits & Professional Development	14
Culture, Belonging & Inclusion	17

Act Responsibly

Academic Integrity	23
Cyber Security & Data Privacy	24
Advocacy	25

Help Learners

Learner Outcomes	28
Holistic Learner Support	29

Operate Sustainability

Green Initiatives	32
GHG Emissions Data	33

Give Back

Giving Pillars	36
Community Impact	37
Global Student Prize	39

Govern Effectively

Corporate Governance	41
Board Oversight	42

Letter from the CEO



At Chegg, our core purpose is to help every student achieve their best in school and beyond. Over the last few years, students have faced unprecedented challenges navigating a global pandemic, social unrest, the limitations on access to education caused by the impacts of climate change, and the declining affordability of education. In the face of these challenges, Chegg has deepened our commitment to putting our students first and creating positive impact for all of our stakeholders through our environmental, social, and governance (ESG) practices. These practices have guided us to enhance our services supporting student needs beyond education, to help manage our business and risk responsibly, to empower our employee's continuous

development, to build a culture of belonging and inclusion, to minimize our impact on the environment, and to give back to organizations that expand access to education and support student wellbeing. This report highlights the many ways Chegg brings our core purpose to life by upholding our commitment to ESG principles and continuously keeping the needs of our learners at the forefront of our evolution.

Empowering Our People

Chegg aims to provide an inclusive culture where everyone feels empowered to bring their energy, passion, and commitment to our students. In 2022, we were honored to receive the Great Place to Work Award for the fifth year in a row, including best workplaces for Women, Parents, Millennials, and Technology. We utilize feedback from our employees to tailor our benefits to best support their success and wellbeing, and we are proud that employees completed 2,120 hours of training and development, and over 73% utilized our robust mental health support services. Our talent strategy is focused on attracting

and empowering best-in-class leaders and innovators who reflect the diverse students and communities we serve. We're proud of our 4% increase in female representation globally and our 12% increase in female leadership¹ since 2019. Our culture, belonging, and inclusion strategy also contributed to 4% and 3% increases in African American/Black and Hispanic/Latinx employees in the U.S., respectively, and 5% and 1% increases, respectively, in leadership roles¹. We continue to expand our recruitment pipeline with the goal of increasing exposure to underrepresented groups, enhance our culture, belonging, and inclusion education and training for global employees, and deepen employee engagement through our Employee Resource Groups.

Committing to Learner Success and Innovation

As a mission-driven organization, we have always upheld a steadfast commitment to student success and fostering an environment where knowledge and education are valued and respected. Our Chegg Honor Code reinforces our standards with learners and our Academic Advisory Board of senior academic officials continues to deepen our understanding of how our services can best empower student learning and success. Artificial Intelligence (AI) technology is evolving at a very rapid pace, and at Chegg we are embracing it aggressively and immediately with a thoughtful approach to the ethical implications and potential impacts on our society. While AI is still evolving and is not always accurate, our commitment to the success of our students remains our top priority as we develop our own AI-powered tools. That is why we are planning to combine Chegg's human experts and billions of pieces of learning content with new AI technology to offer students a more adapted, more personalized, and more powerful experience than ever before. We have already begun drafting our own AI principles to guide our application of this new technology to best serve learners. We believe that the intersection of human oversight with the powers of artificial intelligence will change the lives of students, providing them for the first time with a reliable AI learning companion whenever they need it.

Giving Back to Our Global Communities

Our impact on global communities has always been important to us. We believe in empowering equitable access to education and supporting holistic student wellbeing so students can have better health, better grades, and higher graduation rates. We align our community impact strategy to the U.N.'s Sustainable Development Goals, focusing on quality education, decent work and economic growth, reduced inequalities, good health and well-being and zero hunger. Since 2019, we've given over \$4 million to global non-profit organizations advancing this work. In 2022, we furthered our commitment to expand equitable access to education through partnerships with Kode with Klossy, DonorsChoose.org, and All Stars Helping Kids. Our Global Student Prize scholarship program, started in 2021, awarded one outstanding student with \$100,000. Our partnerships with Inspiring Children Foundation, the National Alliance on Mental Health, The Trevor Project, and SEEDS India went beyond education access to support learner mental and physical wellbeing, so students have the needed foundations to succeed. Also, in 2022, our employees came together for our first Global Impact Day impacting the lives of over 21,000 people with mentoring, access to food, self-care kits for mental health, STEAM kits for classrooms, and more.

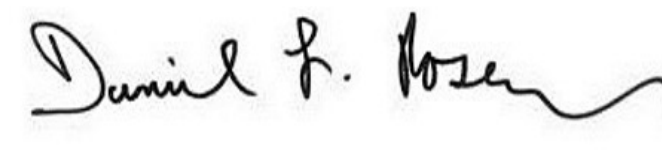
We also responded to immediate relief needs for people displaced from the conflict in Ukraine by donating to Airbnb.org and Flexport.org to provide shelter and supplies. In early 2023, we acted quickly to help fund International Rescue Committee (IRC) to deliver essential services, shelter, and provisions to survivors of the severe earthquakes that hit southern Turkey, near the Syrian border.

Protecting Our Planet

Nearly three quarters (74%) of students worldwide say they worry about climate change². Our ESG principles lead our efforts to contribute to a future world where our students continue to thrive. Chegg has embedded climate-related considerations into our business practices year after year, including green energy management at our offices, recycling and composting programs, local food sourcing programs, sustainable sourcing for our office supplies, and more. We are committed to transparent and reliable reporting of our carbon emissions so we can continue to identify and act on opportunities to minimize our impact on the environment. We began collecting greenhouse gas emissions from our direct business operations in 2020, and this year, we expanded our reporting to include greenhouse gas emissions resulting from our indirect value chain. This step forward in our ESG journey will help us expand our data and better identify where we can lower emissions.

We are excited and optimistic about the future and are moving fast to leverage the latest technological developments to support global learners. We would like to express our gratitude to our students, employees, shareholders, partners, and other stakeholders for their continued support and collaboration in our ESG journey. Together, we can make a meaningful difference in the way students are supported and empowered to succeed.

Thank you for your continued trust and support.



Dan Rosensweig
CEO, President, and Co-Chairperson, Chegg Inc.



About Chegg

Millions of people all around the world Learn with Chegg. Our mission is to help every student achieve their best, in school and beyond. We improve learning and learning outcomes by putting students first. We support life-long learners starting with their academic journey and extending into their careers. The Chegg platform provides products and services to support learners to help them better understand their academic course materials, and also provides personal and professional development skills training, to help them achieve their learning goals. Chegg is a publicly held company based in Santa Clara, California and trades on the NYSE under the symbol CHGG. For more information, visit www.chegg.com.

Revenue

\$766.9M

Subscribers worldwide

8.2M

NYSE: **CHGG**

Serve learners in

190 countries

Social



Mission

We put students first. Our mission is to help every student achieve their best, in school and beyond. We strive to improve the overall return on investment in education by helping students learn more in less time and at a lower cost. No one cares more about students and their future than Chegg.

Values

We foster a culture that is consistent with our mission. We bring that integrity to our products, customers, work environment, and the community.

“

“At our core, we live by our student-first mission, driven by a deep commitment to unlocking our learners full potential. Every decision we make, every product we create, and every interaction we have is guided by our dedication to enhancing the student experience. I firmly believe that our success goes beyond financial performance alone. By focusing on the integrity of our academic services, ethical governance of our operations, promoting social equity, and environmentally sustainable operations, we are not only shaping the future of education but also fostering a more inclusive and sustainable world for our students to thrive in. I am proud to lead a team that strives to make a positive impact on society while delivering innovative and transformative learning experiences.”

Nathan Schultz, Chief Operation Officer



2022 ESG Highlights

93% of our employees would recommend Chegg as a great place to work¹

\$0.9M donated to global non-profit organizations

52% minority representation among US employees and 43% female representation among global employees²



Expanded greenhouse gas emissions analysis to include Scope 3

\$25K donated by Chegg subscribers to DonorsChoose.org

50% female representation on Board of Directors

90% of students say that Chegg helps them better understand concepts they are studying³

17.5M people reached with education and resources during launch of first Mental Health Awareness Week

¹Global engagement survey ran September 2022.

²Excludes recent Busuu acquisition and part-time on-demand educators with no fixed schedules or hours.

³Results reflect a Chegg online survey conducted among a random sample of U.S. Chegg Study and Chegg Study Pack customers that used Chegg Study or Chegg Study Pack in Q2 2022 and Q3 2022. Respondent base (n=1662) among approximately 1.14MM invites where each respondent will be entered into a drawing to win 1 of 10 \$500 e-gift cards. Data shows top 2 box (Agree/strongly agree). Sample size represents this population of customers within a margin of error of 2.4% at 95% confidence. Survey responses are not a guarantee of any particular results as individual experiences may vary. Survey fielded between Sep 28– Oct 10, 2022.

“

“Embracing ESG is not only the right thing to do for the planet and society, but also aligns our business goals with the interests of our learners, employees, and partners. Environmental stewardship, social responsibility, and strong governance practices create lasting value for all stakeholders. By integrating ESG into our core business practices, we enhance long-term value creation, build organizational resilience, and attract diverse, ethical investors. Chegg is a mission driven company dedicated to shaping the future of education. I am proud to share with our investors and stakeholders, our shared vision of driving sustainable practices and transformative services for learners that empower them to succeed in college and beyond.”

Tracey Ford, Vice President, Investor Relations and ESG

WE ARE CHEGG

WE THRIVE WHEN EVERYONE CONTRIBUTES THEIR ENERGY, PASSION AND COMMITMENT.

DEBATE DO DECIDE DO

WE RESPECTFULLY CHALLENGE EACH OTHER AND THEN UNITE BEHIND WHAT WE DO.

WE DREAM BIG WE'RE COMMITTED TO HELPING STUDENTS SUCCEED! STUDENT FIRST

OUR AMBITION IS TO TRANSFORM EDUCATION BY IMPROVING OUTCOMES. WE ARE

ESG Framework

ESG Oversight

Environmental, Social, Governance (ESG) at Chegg is led by our Vice President, Investor Relations and ESG, Tracey Ford, who reports to our Chief Financial Officer, Andy Brown.

The ESG team works in close collaboration with business leaders and their respective teams to develop strategies, policies, and programs to address ESG priorities, including our Chief People Officer, Chief Information Security Officer, and General Counsel.

These leaders regularly report to Chegg's Board of Directors on issues related to ESG, including our greenhouse gas emissions data.

Chegg's [Governance and Sustainability Committee](#) maintains oversight over the majority of Chegg's material ESG topics, while some topics, such as Pay Equity, are overseen by our [Compensation Committee](#), and others, such as Data Security and Privacy, are overseen by our [Audit Committee](#).

Program Framework

We are committed to being a good corporate citizen and making a difference on the issues that matter to our customers, employees, and shareholders. Our ESG program is structured around six pillars that encompass the material priorities to our business.



Focus on people

- Culture, Belonging and Inclusion
- Human Capital Management
- Employee Engagement
- Employee Health, Safety, and Wellbeing



Act responsibly

- Privacy and Cybersecurity
- Ethics/Compliance
- Academic Integrity
- Responsible Marketing
- Technology Innovation and Performance



Help learners

- Product Impacts and Learning Outcomes
- Access to Education
- Holistic Approach to Learner Success



Give back

- Community Engagement
- Philanthropy
- Research and Advocacy



Operate sustainably

- Climate Changes Risks and Opportunities
- Environmental Impact
- Natural Resource Management



Govern effectively

- Corporate Governance
- Corporate Behavior

About This Report

Our second annual ESG Report provides an in-depth review of our ESG initiatives, policies, success metrics, and vision for the future. Chegg is a mission-focused company and we are extremely proud of the progress we've made to report on the existing and evolving ESG infrastructure that sets our business up for long-term success and sustainability.

Chegg's voluntary ESG reporting is aligned with standards set by the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). We also align our ESG efforts with the United Nations 17 Sustainable Development Goals (SDGs). The SDGs set forth a framework to build a better world for people and our planet by 2030. Our most recent ESG [materiality assessment](#) also informs our ongoing strategy development and alignment to reporting standards. Unless otherwise stated, the information in this report reflects Chegg's global operations for fiscal year 2022, representing January 1 through December 31, 2022. This report is reviewed by internal audit teams to ensure it is consistent with our other SEC filings and data in this report is supported in internal and external records. Our greenhouse gas emissions data is externally verified by Apex [here](#).

ESG Risk Assessment

With the fast-moving pace of ESG today, data-driven, independent assessments help provide stakeholders access to a company's ESG risks and opportunities. We are proud to have received recognition from independent providers of ESG ratings that reflect our strong commitment to sustainable corporate governance, including:

- In 2022, Chegg received a rating of AAA in the MSCI ESG Ratings assessment.
- Chegg was included in this year's [S&P Global Sustainable Yearbook](#).
- In May 2023, Chegg received an ESG Risk Rating of 7.5 from [Morningstar Sustainalytics](#) and was assessed to be at Low Risk of experiencing material financial impacts from ESG factors.¹



Focus on People



Chegg Culture & Awards

Chegg fosters a culture that is consistent with our mission and values. The same way we put students first in our work, we put employees, and their families, first in our workplace. We believe in cultivating a dynamic workforce that stimulates progress, has a positive attitude, and is full of energy and ideas. Our measures of success include our employees remaining safe, healthy, and engaged with Chegg's mission, values, and culture.

Great Place To Work recognized Chegg as a [Best Workplace](#) five years in a row, including for Women, for Parents, for Technology, and for Millennials. Chegg is also proud to be ranked for the past five years both as a top 100 company among India's Best Workplaces in IT & IT-BPM and recognized by Duns 100 as a Best High Tech Company to work for in Israel.

We are proud that Chegg has
EIGHTEEN best workplace awards
 from Comparably's 2022 list

Including:

- Best CEO
- Best CEO for Women
- Best Global Culture
- Best Company to Work for in the Bay Area
- Best Company Outlook
- Best Company for Diversity
- Best Company for Women
- Best Company Leadership

“

“At the heart of our organization's success lies our unwavering commitment to taking care of our employees. My utmost priority is to cultivate a culture that nurtures and supports our most valuable asset – our talented workforce. ESG principles create a workplace foundation that prioritizes a culture of employee well-being, diversity, inclusion, and belonging, and ethical conduct. When employees feel valued and empowered, they bring their best selves to work each day. We invest in comprehensive employee programs, foster work-life balance, and provide opportunities for continuous learning and career advancement. Our commitment to ESG guides our commitment to building a sustainable organization that values our employees' well-being, respects their rights, and empowers them to thrive both personally and professionally.”

Debra Thompson, Chief People Officer



Chegg has been certified as a **Great Place To Work** 5 years in a row



Engagement & Wellbeing

93% of our employees would recommend Chegg as a great place to work¹

Employee engagement

We conduct annual employee engagement surveys to identify areas in which we are doing well and areas of opportunities to improve. The surveys provide data that we use to benchmark against other best-in-class companies. We are proud to share that 93% of our employees completed our most recent global employee engagement survey. Ongoing feedback from our employees helps us to continuously evolve Chegg's vibrant and healthy culture and to provide an environment that allows each employee to achieve their professional goals, and the goals of the company.

Health, safety, and wellbeing

At Chegg, it is our priority to keep our employees and their families safe and healthy. Our emphasis on health and wellbeing reflects our core values to help students and employees achieve their best.

Chegg's global dynamic workforce embraces a hybrid work model to allow our employees to balance their daily work and personal commitments. We offer programs to support our employees wherever they are including home office reimbursements, meditation classes, in-office and virtual activities, ergonomic workplace designs, office air purification systems, and more.

Our Talent Development team has rolled out live and asynchronous trainings to support our workforce's pivot from in-office to remote and now to hybrid work. Our live training includes a 90-minute workshop on Upskilling During Transition for People Managers and Leads. Our asynchronous trainings are 15-20 minutes digital sessions on topics such as: Running Inclusive Hybrid Trainings, Managing Up, Outcomes and Outputs, Hybrid Meeting Technology and 5 Ways to Boost Your Visibility.

Human rights

Like the student community we serve, we're working hard every day, and we continually strive to improve. Our conduct must be grounded in our values, which includes respect for the fundamental protection of human and children's rights, consistent with the Universal Declaration of Human Rights. At Chegg, we are committed to high ethical standards across our operations and encourage our partners and suppliers to do the same.

[View our Human Rights Policy here.](#)

Benefits and Resources to Succeed

We believe in supporting our employees so we can all thrive, both as professionals and as people. In addition to Chegg's benefits program that offers robust healthcare coverage, risk insurance benefits, retirement benefits, and country-specific packages, we offer additional support to meet the unique needs of employees.

Since 2015, Chegg has repaid **\$1.5M** in student loan debt for our employees

Equity for Education Program:

In recognition of the burden that outstanding student loan debt puts on individuals, we offer a benefit that helps U.S. employees pay down their student debt and helps optimize loan payments.

Tuition Reimbursement:

We believe in the importance of lifetime learning and encourage continuing education programs that meet our employees' career goals and align with our business needs. Our program offers employees the opportunity to increase their competence in their present jobs while preparing them for future career advancements.

Transgender Health Benefits:

Chegg strives to support the diverse healthcare needs of our employees. Our medical plans cover transgender health benefits including gender affirming care that align with recommendations from the World Professional Association for Transgender Health.

Family Planning:

Employees and their families have access to family planning services such as fertility care, adoption, surrogacy, fertility preservation, pregnancy, and more. We also provide emergency backup childcare and resources for parents.



Interstate Travel For Medical Care:

Employees and their dependents who are enrolled in our medical plans have travel costs covered if it's required to obtain services that are not available within their state including abortion services, bariatric surgery, infertility treatment, and transgender surgery.

Employee Assistance Program (EAP):

The EAP program offers a wide-range of no-cost support services and resources for employees including wellbeing resources, counseling, legal consultation, financial consultation, identity theft recovery, dependent care and more.

Mental Health Support:

We recognize health is multidimensional. In addition to medical care, Chegg offers a range of resources to support the mental wellbeing of our employees including Headspace, Ginger Emotional Support, and addiction treatment.

73% of Chegg employees in 2022 utilized the mental health benefits we offer

Paid Leave:

Chegg has a flexible time off policy for exempt employees (and an accrued PTO policy for nonexempt employees) to support the work life balance of our teams. In addition to public holidays, we also offer a mid-summer and fall break totaling 10 additional paid days off to help our employees recharge. Employees also have a variety of leave benefits available to them including medical/disability, military, personal, bereavement, caregiver, and volunteer time off. Chegg provides parental leave that goes above and beyond local and national statutory requirements, including up to 8 paid weeks of gender-neutral baby bonding leave and up to 12 paid weeks for childbirth leave.



Professional Development

Learning is at the core of Chegg's purpose. We know the best way to continually innovate to optimize for the best student learning journey outcomes is by fostering a culture of learning and development among our employees. Some of Chegg's training and development programs include:

Chegg
employees
competed
2,120 hours
in training and
professional
development
in 2022

Ramp Up Program: Provides individual contributors an opportunity to gain insight into techniques to lead a team before they are put into a people manager position. The course helps employees gain clarity around their career trajectory and develop manager know-how before promotion.

Level Up Program: Designed for new people managers, Level Up is a 4-month developmental program that equips people managers with skills, tools, and resources to manage people more efficiently, drive business outcomes further, and solve complex problems creatively.

Senior Leader Program: Chegg's Senior Leaders are provided with a personalized onboarding experience to quicken the pace of their impact at an organizational level through a decreased onboarding time. This is a white glove service provided by our Talent Development team and is custom-built for the executive who is joining Chegg. We also support the teams and direct reports who are welcoming the new leader.

VP Readiness Program: Employees are supported in their leadership journey across Chegg. VP Readiness is a program that drives the growth and development of our Sr Directors by preparing them for the next step in their career as Vice President. Sr Directors are encouraged to take ownership in their career journey by enhancing their understanding and application of Chegg's Leadership Competencies through training cohorts and peer learning circles.

Chegg's 360 Program provides a method to collect and receive confidential feedback from "all around you"—from participants, managers, peers, and direct reports. The feedback is reviewed with the participant and coach, then used to create a robust development goal, and put into action by the participant. Throughout the process the participant has coaching sessions with an outside executive coach for maximum effect.

Culture, Belonging and Inclusion (CBI) frameworks are taught by weaving core concepts into all our training classes and development programs. At Chegg we don't want to just check a CBI box, rather we want to cultivate a workforce that is inherently inclusive, prevents harassment through education and brings awareness to unconscious bias wherever it exists.

Cybersecurity Training: We provide new hire and annual training for global employees, interns and contractors that covers cybersecurity threats like malware and phishing and how to safeguard against them. This training, along with our Cybersecurity team, ensures that anyone with access to a Chegg system is aware of and adheres to data privacy and cyber security policies.

Workday Learning Management System (LMS): A one-stop shop for internal learning at Chegg where employees can take charge of their own professional development, browse on-demand learning and sign-up for global trainings such as Collaboration 101, Managing Up, Career Hacks, and more.

Compliance Training: All employees complete the required annual training that includes ethics and code of conduct, insider trading, cybersecurity, and culture, belonging and diversity training.

Responsible Marketing Training: Employees responsible for advertising at Chegg complete annual training to make responsible marketing decisions that benefit and inform our students while building trust, fostering long-term relationships, and driving positive change.

Culture, Belonging & Inclusion

They are more than words to us. They serve as our guiding principles, along with our core values, to help us define how we make decisions, work together, and treat each other in support of our mission – to help every student achieve their best, in school and beyond.

Inclusion and belonging are a top priority for Chegg. We know it's not enough for us to simply hire diverse talent. We also strive to foster a culture where all employees want to stay with Chegg and have opportunities to grow their career with us. Chegg's Chief People Officer (CPO) maintains executive responsibility and oversight for Diversity and Inclusion at Chegg. Our CPO regularly reports to our Compensation Committee regarding Diversity and Inclusion initiatives and performance. Chegg also has an HR group dedicated to Culture, Belonging, and Inclusion (CB&I), including a Global Head of Culture, Belonging, and Inclusion.

Chegg promotes culture, belonging, and inclusion across all levels of the organization.
Chegg's CB&I strategy is centered around three pillars:

Our people

Our goal is to be the employer of choice for the best and brightest minds in the business to help drive positive impact for our stakeholders and achieve our mission – to help every student achieve their best, in school and beyond.

Our culture

Chegg fosters a culture of belonging, respect, and understanding and celebrates the contributions of all employees.

Our Community

At Chegg, we attribute our culture success to the communities we serve, where our employees live and work. We partner with organizations and suppliers that help us to drive real change and make a difference in the quality of their lives.

95% of global Chegg employees believe people of all cultures and backgrounds are respected and valued at Chegg

Building and growing talent that reflects our customers and communities:

Our Culture, Belonging and Inclusion priorities align with our overall strategy and can help us continue to build a more equitable and inclusive workplace culture and improve its performance and reputation.

Representation and strategic partnerships:

We believe it is important to build and grow a diverse workforce that reflects the customers and communities we serve. From recruiting and educational programs focused on inclusive hiring practices to building community and strategic partnerships, our global and inclusive recruiting strategy makes sure we engage with talent where they are.

Pay equity:

At Chegg, one important aspect of our commitment to a diverse and inclusive environment is to make sure our compensation practices are fair, equitable, and consistent. Every year, we perform an extensive compensation analysis to mitigate pay disparities. When any disparities are identified, we act as needed. We believe our equal pay policies and procedures help in our recruitment, employee engagement and retention efforts, close the pay gaps in underrepresented communities and build trust as an employer.

[View Chegg's Culture, Diversity, and Inclusion Policy](#)



1,105 hours Chegg employees completed of Culture, Belonging, and Inclusion training in 2022

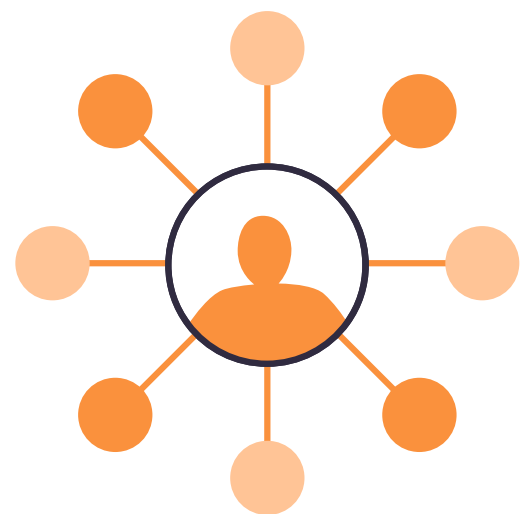
To continue fostering a diverse and inclusive culture, we embrace CB&I best practices, such as:

- Annual pay equity analysis
- Gender neutral job descriptions
- Required unconscious bias and diverse hiring training for internal interviewers
- Partnerships with universities, HBCU's, and diversity-focused organizations to increase our underrepresented talent pipeline
- Provide skills training for our Employee Resource Groups on leadership and management, business development and acumen, cultural awareness and competency, and communication and trust
- Employee training on implicit bias, inclusive language, the importance of pronouns, micro-affirmations, and more

2023 CB&I Priorities:

Our ERG's will work closely with and assist our Talent Acquisition team by helping to source talent from their professional and personal networks and through employee referrals.

Our goal is to build more relationships with educational institutions and strategic community organizations, including those with global reach and resources to help us increase gender representation outside of the U.S. and increase our underrepresented groups in the U.S.



Diversity Snapshot

Diversity efforts are never complete and we work hard every day to improve Chegg's diversity and representation. Since 2019, we have:

- Increased global representation of women
- Increased global representation of women in leadership roles
- Increased U.S. representation of African American/Black and Hispanic/Latinx
- Increased U.S. representation of African American/Black and Hispanic/Latinx in leadership roles

View our 2021 EEO-1 report [here](#)⁵

Race/Ethnicity (U.S.) ¹	All employees			Manager+ ³			Director+			Technical Staff ⁴		
	2019	2022	3-year change ²	2019	2022	3-year change ²	2019	2022	3-year change ²	2019	2022	3-year change ²
Asian or Pacific Islander	43%	33%	-10%	37%	38%	1%	32%	32%	0%	52%	46%	-6%
African American/Black	4%	8%	4%	1%	6%	5%	0%	7%	7%	3%	4%	1%
Hispanic/Latinx	5%	8%	3%	6%	7%	1%	2%	1%	-1%	4%	6%	2%
White	41%	44%	3%	56%	45%	-11%	66%	56%	-10%	38%	38%	0%
Two+/Other	2%	3%	1%	0%	3%	3%	0%	1%	1%	1%	2%	1%

Gender (Global) ¹	All employees			Manager+ ³			Director+			Technical Staff ⁴		
	2019	2022	3-year change ²	2019	2022	3-year change ²	2019	2022	3-year change ²	2019	2022	3-year change ²
Women	39%	43%	4%	32%	44%	12%	36%	43%	7%	25%	25%	0%
Men	60%	57%	-3%	68%	56%	-12%	64%	57%	-7%	75%	75%	0%

Gender by Country ¹	U.S.			Israel			India		
	2019	2022	3-year change ²	2019	2022	3-year change ²	2019	2022	3-year change ²
Women	42%	50%	7%	33%	31%	-2%	36%	36%	0%
Men	57%	49%	-8%	67%	69%	2%	64%	64%	0%

¹As of 12/31/19 for 2019 data, as of 12/31/22 for 2022 data. Data excludes recent Busuu acquisition and part-time on demand educators with no fixed schedules or hours. May not add to 100% due to rounding and employees choosing not to disclose.

²Percent Change from year end 2019 to year end 2022.

³Manager & above data excludes Program Managers.

⁴Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

⁵EEO-1 data is as of 12/31/21.

ERG's hosted **67 events** in 2022, that **92%** of employees rated positively, focused on cultivating community, creating awareness, giving back, and providing education and resources

Employee Resource Groups

Being a part of a community can help enhance a sense of belonging and well-being. At Chegg, our Employee Resource Groups (ERGs) connect Chegg employees of various roles, backgrounds and levels through common identities, topics, interests, and perspectives. They work together to support our culture, belonging, and inclusion efforts throughout the organization and in the communities we touch and serve. These groups receive both financial support and executive support through sponsorship at the C-level. Our employee resource groups also help advise on our grant giving through the TIDES Chegg.org Impact Fund.

2023 ERG Priorities:

Looking forward, we look to elevate ERG structure to better align with Chegg's business objectives and priorities to drive impact and provide more leadership developmental opportunities for current ERG leaders.

 **Chegg UMOJA Para Todos**

 **Chegg ABLE**

 **Chegg HER**

 **Chegg Pride**

 **Chegg Parents**

 **Chegg Virtual**

 **Chegg Pan-Asian**

 **Chegg Emerging Professionals**

Act Responsibly



Academy Integrity

Technology has profoundly changed the landscape of education. Today's learner can access information at their fingertips that can advance their educational pursuits and skill development. While technology has positively impacted the way we learn, it can also be misused. As the leading student-first online learning company, Chegg is committed to helping every student achieve their best in school and beyond, and upholding academic integrity is fundamental to that mission.

Chegg has a five pillar approach that underpins our commitment to upholding academic integrity. It starts with the **Chegg Honor Code**, which articulates acceptable use of our platform, and users are reminded of the [Honor Code](#) throughout their experience on Chegg. We use algorithms to scan for inappropriate use and back that up with human content moderation. Our subject matter experts are trained to uphold the honor code and can be penalized if they don't. We offer an industry-first, preventative exam protection tool, Honor Shield, that educators can use for free to ensure their exam questions do not appear on Chegg during exam periods. Finally, in instances where academic misconduct may have occurred, Chegg continues to cooperate with universities to provide information on Honor Code Violations, while keeping user's personal information private. Chegg invests heavily to support our commitment to academic integrity and our industry leading efforts far exceed competitors.

In an increasingly technology powered learning environment, we believe the best way to support academic integrity is to encourage and teach students how to use technology appropriately, while improving the approach to assessment of their learning. Even as the technology and access to it evolves, Chegg remains committed to safeguarding the authenticity and integrity of our students' learning journeys.

Chegg's **Academic Advisory Board** consists of senior academic officials that provide perspectives to deepen our understanding of student learning and success. Their advice anchors Chegg's initiatives, product offerings and strategies to help the company consider and work with the needs and challenges of educators.



Cyber Security & Data Privacy



Protecting the data of our customers, our employees, and our business is critically important and a top priority for Chegg. We proactively mitigate cybersecurity risks and have implemented practices designed to establish appropriate physical, technical, and administrative safeguards to protect data.

[View our Privacy Policy.](#)

Security Oversight

Data security and privacy is led by our Chief Information Security Officer in partnership with a cross-functional group of senior leadership. Our CISO regularly reports to our [Audit Committee](#). Pursuant with its charter, the audit committee is responsible for reviewing with management the company's major financial and cybersecurity risk exposures and the steps management has taken to monitor such exposures, including the company's procedures and any related policies, with respect to risk management.

Testing & Auditing

We are constantly testing our security, utilizing both internal processes and external vendors. Periodic and annual assessments are carried out to identify weaknesses and vulnerabilities in our network. Our layered approach to security testing incorporates targeted, deeper security testing in new products or partnerships and continuous external testing to augment our internal security program.

Security Training

Every employee contributes to our data security efforts. In addition to annual training for global employees that covers cybersecurity threat vectors, we also conduct biannual phishing drills. Employees are provided additional training based on their individual security performance in those drills. Customized, role-based training is provided to targeted internal audiences, as well as frequent updates via Slack or email about emerging specific threats.

Vendor Security Standard

As part of our Vendor Risk Management program, vendors are required to undergo an appropriate level of review to ensure their information security policies and practices meet or exceed Chegg requirements. This may include data protection controls, access control, policies and standards, proactive security measures, reactive security measures, software supply chain safeguards, application security, or regulatory compliance.

Advocacy

We strive to make meaningful and positive impact in the lives of the students we serve through our engagement with government. Our public policy aims to support the interests of our customers, communities, and other stakeholders. Chegg works collaboratively with government to educate lawmakers on the important role supplemental online learning platforms play to support student learning outcomes.

The rising costs of education are prohibitive to many students and their families today. Students who can pay for secondary education, often by taking on onerous debt, often face challenges such as access to technology and wraparound services that make graduating exponentially more difficult. Shorter, more affordable education pathways through skills training will help meet the diverse and evolving student and workforce needs. As students evaluate their career aspirations, holistic education needs, and multiple pathways available, more transparent outcomes data is needed to help them make informed decisions.

Advocacy Pillars:

Higher education affordability:

- Support a modernized student financial aid model
- Address the key drivers of student debt

Empowering modern learners:

- Support access to technology and quality broadband that strengthen online course delivery
- Improve digital literacy among faculty
- Develop models of support that address student needs beyond tuition

Career pathways & skills development:

- Invest in workforce programs which provide individuals with access to additional relevant skills training throughout their lives
- Support workforce programs developed in partnership with employers

Student choice & outcomes:

- Support better data transparency in postsecondary education

Advocacy Key Initiatives:

- **Education for Underserved Women in Central America:**

In collaboration with the [Vice President and Partnership for Central America](#), Chegg has committed to certify 100,000 young adult learners through our platform by 2030, with a focus on underserved women.

- **Intern Pay:**

Established partnership between Chegg.org and [Pay Our Interns](#) (POI) to support corporate America paying their interns.

- **Historically Black College and University Recruiting:**

Established a partnership through Silicon Valley Leadership Network with the [United Negro College Fund](#) to serve as a pipeline for HBCU recruiting.

- **Computer Science Education:**

Chegg CEO, Dan Rosensweig, signed [this letter](#) to US Governors and Education Leaders requesting computer science curriculum for K-12 curriculum.

- **Digital Skills in the UK:**

Chegg worked with the All Parliamentary Group on Digital Skills in the UK as they crafted their signature report, “Better Connected – Delivering Digital Britain by 2030”. Chegg was one of twelve [case studies](#) featured, including Google, Mastercard, and Open University.

Trade Associations and Lobbying:

Chegg is a member of [TechNet](#) and [Silicon Valley Leadership Group](#).

Chegg’s domestic lobbying activity can be accessed via the disclosure websites for the U.S. [House of Representatives](#) and the [U.S. Senate](#). Chegg is fully compliant with UK and Canada lobbying requirements.

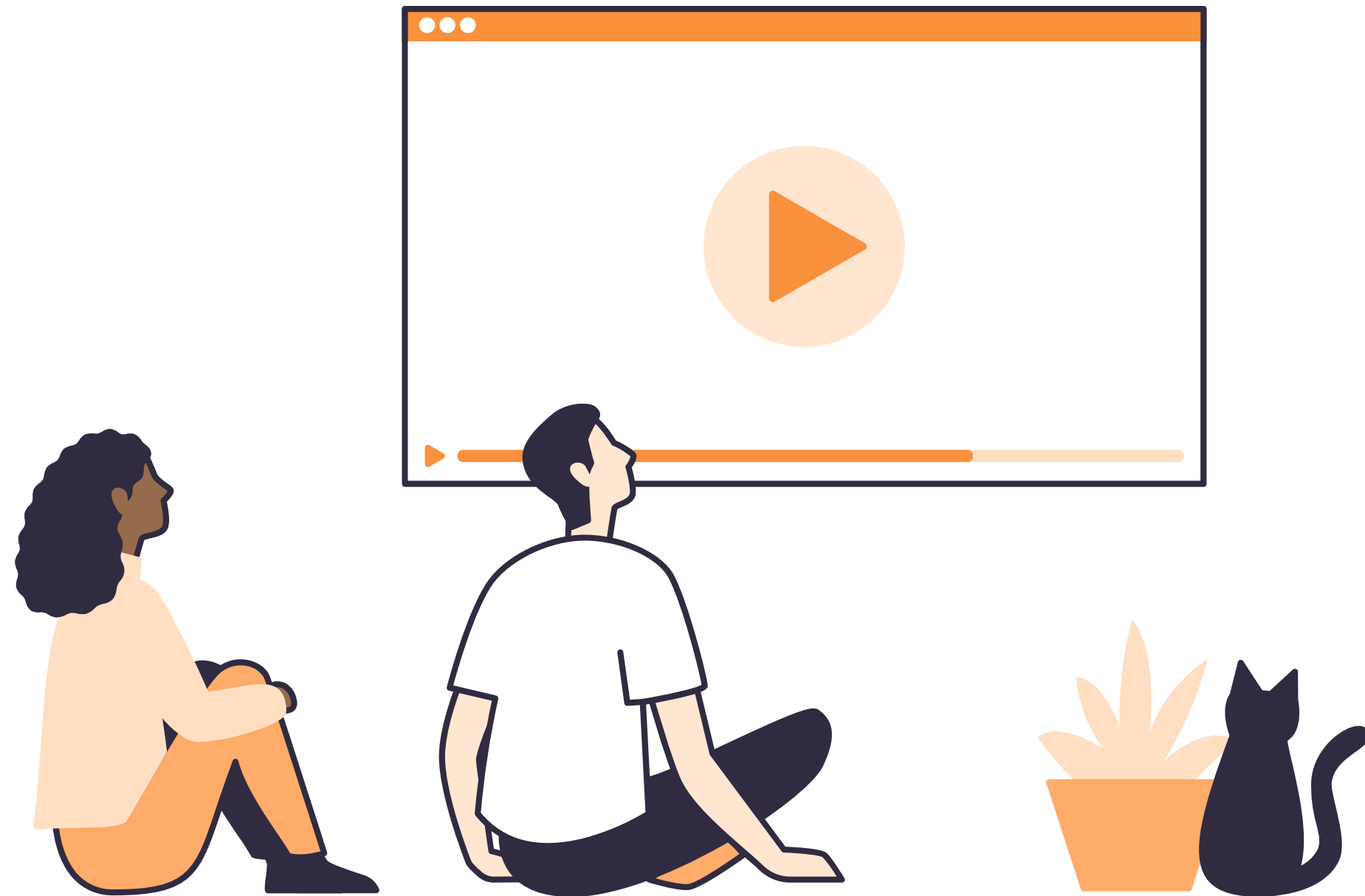


Help Learners



Positive Learner Outcomes

As the global learner population takes on more responsibilities and faces more personal and economic challenges, they need more out of higher education. As a leader in education, we take our role in this transition very seriously. We are deeply committed to understanding and adapting our services to the evolving, diverse student need so we can improve the overall return on investment in education.



Chegg users are surveyed frequently to help us ensure our products and services are meeting the needs of our students. We are extremely proud that our users have experienced positive educational outcomes while using our services:

Learn & Understand¹

90% Say that Chegg helps them better understand the concepts they are studying in school. And 90% also say Chegg helps them learn their coursework

Help when you need it¹

92% Say that Chegg helps them figure it out if they get stuck or have a question when their instructor is not available

Better Grades¹

91% Say they get better grades when they use Chegg to understand their coursework

More Efficient¹

91% Say that they work more efficiently when they use Chegg to understand their coursework

Product Accessibility

Chegg is committed to ensuring our products and services are accessible to all learners and meets their diverse needs. We strive to make our websites, tools and technology designed so that learners, including those with disabilities can use them. We believe that Chegg.com conforms to the International Edition of the Accessibility Conformance Report (VPAT) and the web accessibility standards². We continue to evolve and invest in technology to improve the accessibility of our products.

¹Results reflect a Chegg online survey conducted among a random sample of U.S. Chegg Study and Chegg Study Pack customers that used Chegg Study or Chegg Study Pack in Q2 2022 and Q3 2022. Respondent base (n=1662) among approximately 1.14MM invites where each respondent will be entered into a drawing to win 1 of 10 \$500 e-gift cards. Data shows top 2 box (Agree/strongly agree). Sample size represents this population of customers within a margin of error of 2.4% at 95% confidence. Survey responses are not a guarantee of any particular results as individual experiences may vary. Survey fielded between Sep 28–Oct 10, 2022.

²WCAG 2.1 Level AA, Section 508, EN 301 (EU) standards.

Holistic Learner Support

The modern learner looks very different than they once did, and students' needs have expanded beyond the traditional support they've had in the past. Today, many learners are managing more life priorities outside of school and come from more diverse backgrounds. The pressures they face with increasing costs of education, balancing more responsibilities, and facing challenges unique to our time like a recovering pandemic and climate change has taken a toll on the mental health of students globally. Chegg takes our role in serving learners holistic needs very seriously and has expanded services to support those needs.

In the U.S., Chegg learners are:¹

26% first generation in college

20% family income of <\$20k

50% minorities

65% female

25% over 25 years old

7% work full-time

31% work part-time

Calm Partnership

Chegg subscribers have free access Calm Premium's subscription service with hundreds of hours of content in seven languages to help them focus, manage their stress, and practice mindfulness.

32%

of students said their mental health worsened since starting on campus or returning to campus after lockdown restrictions.²

57%

of students worldwide have struggled to afford either housing costs, utility bills, food, or medical treatment/services in the last 12 months.²

DoorDash

To help students fuel their study sessions, Chegg subscribers have access to a free DashPass Student membership through DoorDash for convenient, affordable on-demand delivery of everything they need from thousands of eligible restaurants, convenience and grocery stores, and other retailers.

CheggMate

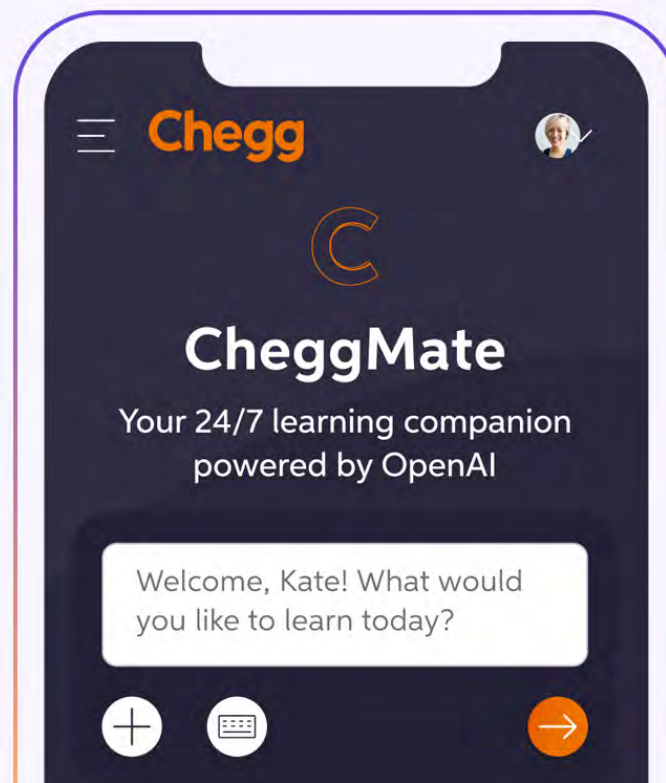
CheggMate is a new AI enhanced learning service built with OpenAI’s most advanced model, GPT-4. The new service will leverage Chegg’s billions of pieces of learning content and over 150,000 subject matter experts with the advanced problem-solving capabilities of GPT-4 to create an AI conversational learning companion that will empower students to learn in real-time more effectively, and with greater accuracy than ever before.

The new service will deliver personalized learning pathways, tailor-made quizzes and tests, give students context, and help guide each student’s learning journey. Students will be able to input a query in any format, whether written text, photo, math query, or diagram. CheggMate will enable students to drill down into concepts they don’t understand, ask new questions, and get clarifications in different formats.

“We believe the combination of Chegg’s proven ability to improve student outcomes, with the breakthrough technology of OpenAI and Chat GPT, will create the most powerful study companion for students around the world. CheggMate will enable students to have an instantaneous AI conversation that is personalized to their learning style and needs, supported by our substantial proven and reliable content library. CheggMate combines the best of AI and Chegg’s student-focused expertise and will be exclusively available on Chegg’s platform.”



Dan Rosenswieg, CEO of Chegg

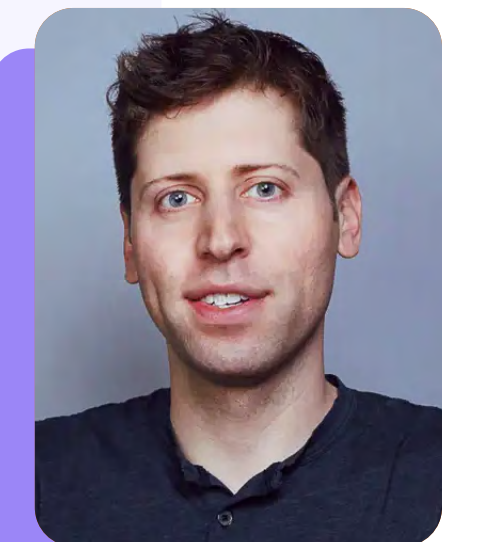


77%

of Chegg customers in a recent survey, said they are excited by AI chat-based learning support, but 85% of students said that they would prefer it if it’s supported by human expertise.¹

“We believe AI has the potential to provide tailored learning experiences to everyone and improve the way people around the world learn. We are very excited to work with Chegg, given their history as the leading student-first learning platform.”

Sam Altman, CEO of OpenAI



Operate Sustainability



Green Initiatives

Chegg's mission is to help learners, which includes minimizing our environmental impact on their communities. We are focused on sustainable operations and we are committed to finding ways to reduce our global emissions. We know that we owe it to our customers, employees, and society to use environmentally sound practices. This commitment impacts our operations, energy usage, and office buildings. Further, we strive to work with vendors that support our employee services and partners that have similar values around operating sustainably.

Chegg partners with Amazon Web Services (AWS) data centers to deliver our services to our students. Data center emissions are a large percentage of our Scope 3 greenhouse gas emissions. Research has shown that AWS' infrastructure is 3.6 times more energy efficient than the median of U.S. enterprise data centers surveyed.¹

We are pleased to share our recognition as a company committed to sustainability in our industry and we are honored to be included in this year's S&P Global Sustainable Yearbook.

[View our Environmental Policy](#)

- Chegg was a pioneer for the textbook rental model, allowing textbooks to be reused many times, helping to reduce pollution and waste, while helping students save money.
- Recycling and composting programs throughout our offices include purchasing recycled paper, Bevi machines for employee water to reduce the use of plastic bottles, disposable utensils, straws, and cups in our U.S. facilities, and e-waste recycling events.
- Our California facilities are CALGreen and EnergyStar certified and our Portland facility is LEED Gold and Energy Star certified.
- Our facilities incorporate practices to reduce energy usage by utilizing LED lighting, lighting that dims as sunlight increases and turns off without movement, HVAC systems that are on energy management programs, and more.
- Chegg's textbook rental services offered through our partner include e-textbooks, which reduce pollution and waste associated with the delivery of physical textbooks. In 2022, e-textbooks were nearly 40% of our rentals.



GHG Emissions Data

As a software company, our carbon footprint is smaller than more carbon-intensive industries, but we still aim to minimize our impact on the planet and focus on sustainable operations. In accordance with the Greenhouse Gas Protocol corporate standard, we measure our emissions by scope. Scope 1 includes direct emissions such as natural gas used on-site, Scope 2 includes the electricity our offices generate, and our indirect emissions sit within Scope 3.

In 2020, we completed our first greenhouse gas emissions analysis using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard for Scope 1 and Scope 2 emissions. This year, we expanded our analysis and reporting to Scope 3 using the same standard. In collaboration with our third-party consultants, EcoAct, we reviewed the 15 categories of Scope 3 and prioritized 6 of the 15 categories that were most material to our business using a spend-based approach: Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Upstream Transportation & Distribution, Business Travel, and Employee Commuting.

Our carbon footprint, the amount of greenhouse gasses produced by our business activities was 28,074 metric tons. We measure our footprint in metric tons of carbon dioxide equivalents (MTCO₂e) as per the industry-standard metric.

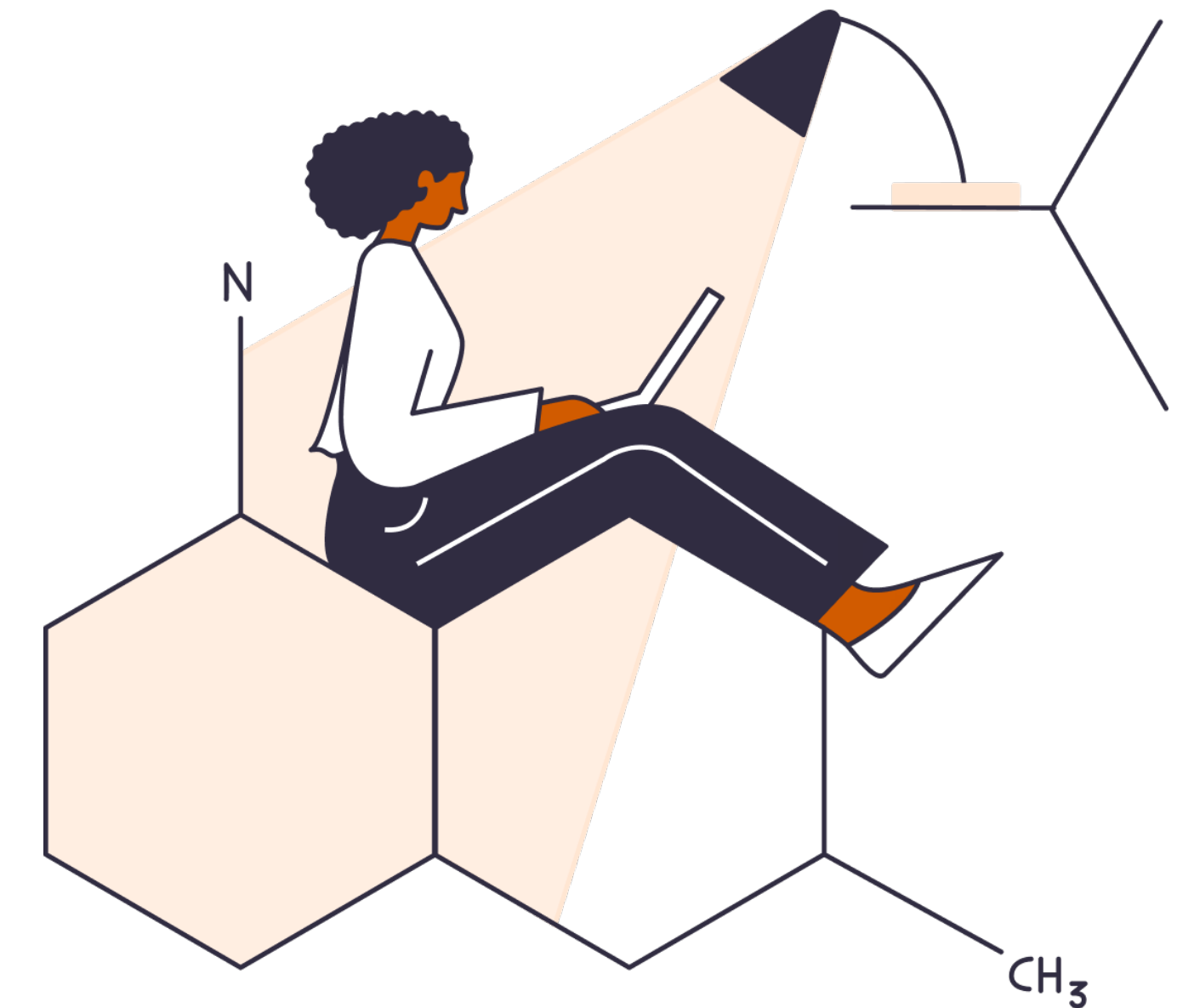
[View our third-party data verification of our GHG emissions letter provided by Apex.](#)

Office reopening-related increases

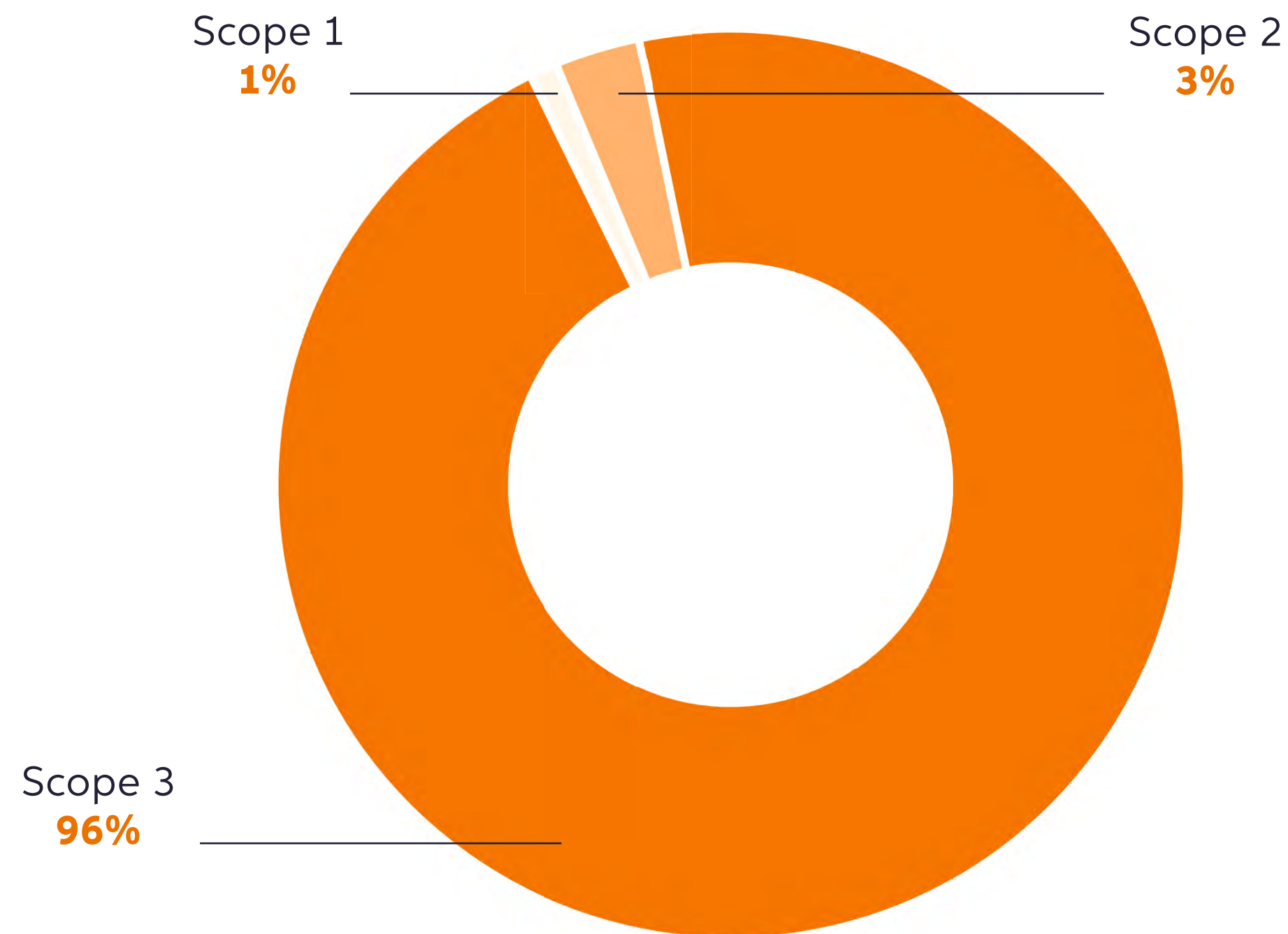
Chegg's Scope 1 & 2 emissions increased significantly as compared to 2020 (52%) and 2021 (74%). This is primarily driven by the increased electricity and natural gas consumption, due to the resumed in-office operations post COVID and the addition of new offices in London and Madrid as part of our Busuu acquisition.

Looking Ahead

The data we've collected since 2020, including the first Scope 3 data analysis completed this year, helps us have a better understanding of our carbon footprint and where we have opportunities to further minimize our impact on the environment. We plan to deepen our commitment to reducing our global emissions by utilizing the data we've collected to identify where we can lower emissions and further refine our Scope 3 data collection process with our suppliers.



2022 GHG Emission by Scope



Emissions Category	2020	2021	2022 ¹
Scope 1 Direct Emissions (MTCO₂e)	189	255	375
Stationary Combustion	172	233	347
Generators	3	1	1
Refrigerant Leakage	14	21	27
Scope 2 Indirect Emissions (MTCO₂e)	521	365	705
Electricity (Location-based)	521	365	702
Cooling	–	–	2
Scope 3 Emissions (MTCO₂e)	–	–	26,996
C1: Purchased Goods & Services	–	–	22,616
C2: Capital Goods	–	–	2,902
C3: Fuel- and Energy-Related Activities	–	–	274
C4: Upstream Transportation & Distribution	–	–	319
C6: Business Travel	–	–	21
C7: Employee Commuting (w/o WFH)	–	–	862
Total Emissions (MTCO₂e)	710	621	28,074

Give Back



Giving Pillars

Here at Chegg, we put students first. Our philanthropic impact strategy focuses on removing barriers to education so all students have access to college and beyond and empowering student physical and mental wellbeing so they can focus on their education outcomes. We believe in creating equitable access to education to ensure the future success of diverse learners and supporting student wellbeing to empower students to have better health, better grades, higher graduation rates, and safe, sustainable communities.



Equitable Access to Education

- Support student financial literacy and student debt reduction
- Advance equitable access to education for all students
- Empower academic success with tutoring and mentoring support
- Close the gap on skills needed for the modern tech workforce through strategic workforce development training

Student Wellbeing

- End student food insecurity by increasing access to nutritious food
- Empower student mental health by expanding mental health awareness and access to behavioral healthcare for students





Community Impact

Global Impact Day:

In October and September of 2022, Chegg offices hosted our first Global Day of Impact where our employees gathered across the globe to give back to the communities where we live and work. Together, our team positively impacted the lives of 21,753 people donating over 1,500 hours mentoring students, serving meals to people experiencing hunger, packaging hygiene and self-care kits, assembling STEAM kits for classrooms, and more.

Since 2019, Chegg has given over **\$4M** to global non-profit organizations¹

Disaster Response

- **Support for Ukraine**

Chegg supported Flexport.org and Airbnb.org with a \$100,000 donation. The funds were used to provide shelter to people displaced from the conflict and delivery of needed humanitarian aid such as food, medical equipment, hygiene supplies, blankets, clothing, and more.

- **Earthquakes near border of Turkey and Syria**

When severe earthquakes shook southern Turkey near the Syrian border in early 2023, Chegg quickly partnered with International Rescue Committee (IRC) providing \$100,000 to help IRC deliver essential health services for survivors impacted, safe spaces for affected women and children, and the provision of immediate cash, blankets, towels, hygiene supplies, and more.

Partnership Highlights



DonorsChoose.org

As part of Chegg's Add-A-Dollar program where students can add a \$1 donation to their textbook rentals, students donated over \$25,000 to DonorsChoose.org. The organization connects donors to specific teacher and classroom needs across the U.S. so that children in every community have the tools and resources they need for a great education.



SEEDS India

Since 2019, Chegg has funded SEEDS India annually to empower their organization's mission to build communities resilient to the impacts of climate change. Their work in both disaster-affected and at-risk communities delivers long-term impact through creating strong community infrastructure, clean water and sanitation projects, and healthcare. They also address community access to education, safe housing, food, and more.



Kode with Klossy

Chegg is proud to partner with Kode with Klossy to deliver free coding camps for students who identify as women, gender nonconforming, or trans, ages 13-18. Currently, only 25% of computer science roles are held by women, and only 8% are held by women of color.¹ Chegg awarded \$150,000 to Kode with Klossy to further their mission empowering youth and building a more inclusive tech industry.

Employee Resource Group Community Impact

Chegg's Employee Resource Groups (ERG's) are encouraged and empowered with Chegg resources to donate to organizations that further their ERG's mission to support inclusive communities and/or to build bridges to transform the future of diverse representation in the tech industry. Here are some of the organizations our ERG's funded in 2022:

- **The American Indian College Fund** invests in Native students and tribal college education to transform lives and communities.
- **Generation Hope** ensures all student parents have opportunities to succeed by providing direct support to teen parents in college as well as their children through holistic, two-generation programming.
- **National Alliance on Mental Health (NAMI)** is the largest grassroots mental health organization in the U.S. dedicated to building better lives for the millions of Americans affected by mental illness.
- **Kids in Need of Defense** helps protect children's rights as they migrate alone across borders in search of safety.
- **Womankind** uses the multidimensionality of its Asian heritage to work alongside survivors of gender-based violence as they build a path to healing.
- **Kids Against Hunger** provides nutritious food to impoverished children and families around the world.
- **Reuniting of African Descendants (ROAD)**'s work is a Black trans-led, grassroots initiative invested in equity, collective growth, and healing for LGBTQIA+/SGL people of African Descendants.

Global Student Prize

The Chegg.org Global Student Prize is a **US \$100,000 award** presented to an exceptional student, making a real impact on learning, the lives of their peers, and on society and beyond.

Chegg.org partnered with the Varkey Foundation to launch the Global Student Prize in 2021, a sister award to its \$1 million Global Teacher Prize.

It was established to create a powerful new platform that shines a light on the efforts of extraordinary students everywhere who, together, are reshaping our world for the better.

The prize is open to all students who are at least 16 years old and enrolled in an academic institution or training and skills program. Part-time students as well as students enrolled in online courses are also eligible for the prize.

Visit [Chegg.org](https://www.chegg.org) to learn more about the scholarship program and 2022 finalists.



Igor Klymenko

2022 Winner

Igor Klymenko, a student from Ukraine, is passionate about raising awareness of and solving the global landmine problem, and developed the 'Quadcopter Mines Detector'. Igor has been named the winner of the \$100,000 Chegg.org Global Student Prize 2022.

Govern Effectively



Corporate Governance

Strong corporate governance practices are important for business execution. Our board of directors have adopted corporate governance guidelines that set the standard and expectation for board structure and function, director selection processes, and other governance policies. In addition, each standing committee (audit, compensation, and governance and sustainability) has adopted written charters that set further standards and responsibilities specific to their roles. Learn more about our directors' experience and qualifications, board structure, strategy and risk oversight, executive compensation, and more in our [2023 Proxy](#).

- Board members are not permitted to serve on more than four public company boards, including Chegg
- Non-management directors will meet in executive session at least semiannually to discuss, among other matters, the performance of the CEO
- Executive Officer compensation consists of base salaries and time and performance-based equity compensation, which provides an incentive to achieve both short-term and long-term corporate goals and to create long-term stockholder value
- Annual performance evaluations for the board and committee performance facilitated by the Governance and Sustainability Committee and outside counsel
- Executive Officers are required to hold equity equal to a multiple of base salary (CEO: 3x, others: 1x)¹
- Single-share class
- Directors are elected by vote of the majority of votes cast in uncontested elections
- Orientation and continuing education assists directors in developing and enhancing the skills and knowledge required for their service on the Board and assigned committees
- Guidelines for employee political activities are outlined in our [Code of Business Conduct and Ethics](#), which applies to all our employees, officers and directors

Policy Documents:

- [Corporate Governance Guidelines](#)
- [Governance and Sustainability Committee Charter](#)
- [Audit Committee Charter](#)
- [Compensation Committee Charter](#)
- [Whistleblower and Complaint Policy](#)
- [Governance Documents](#)



Board Oversight

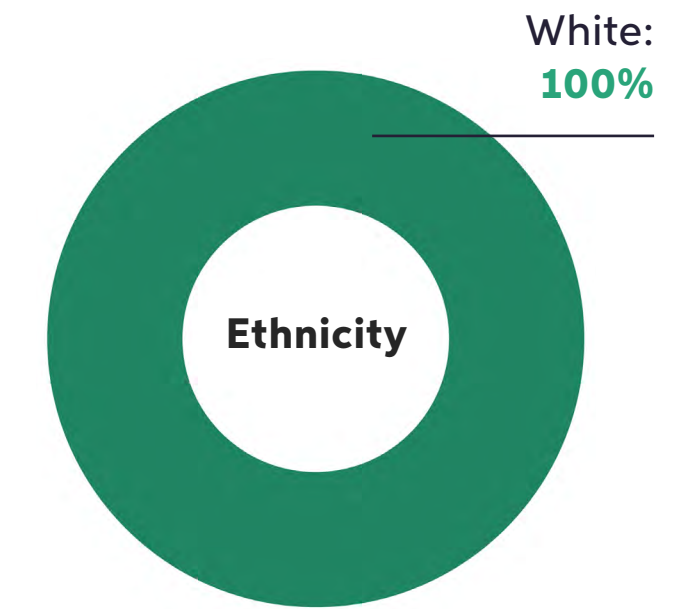
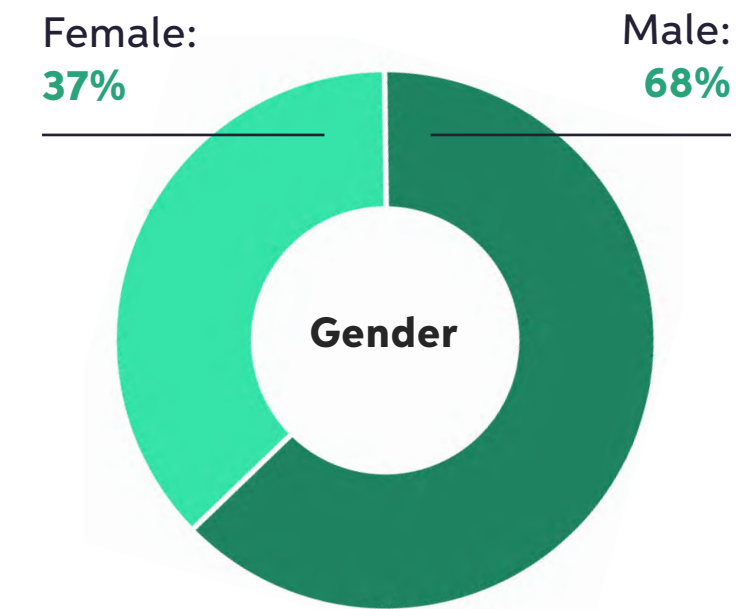
Chegg's Board of Directors has a mix of skill sets, experiences, and backgrounds to bring diverse perspectives to company oversight.

Committee Composition

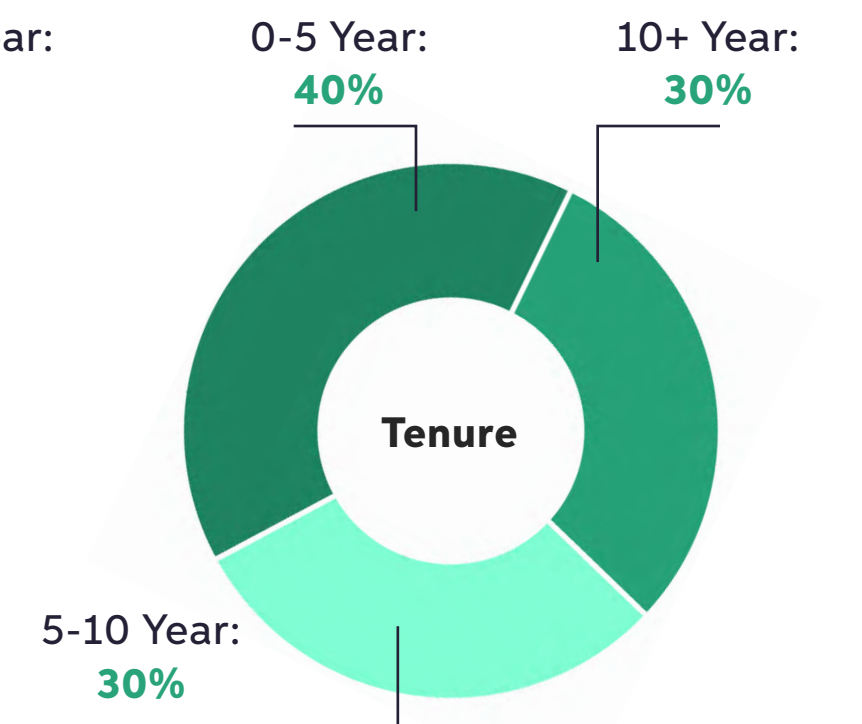
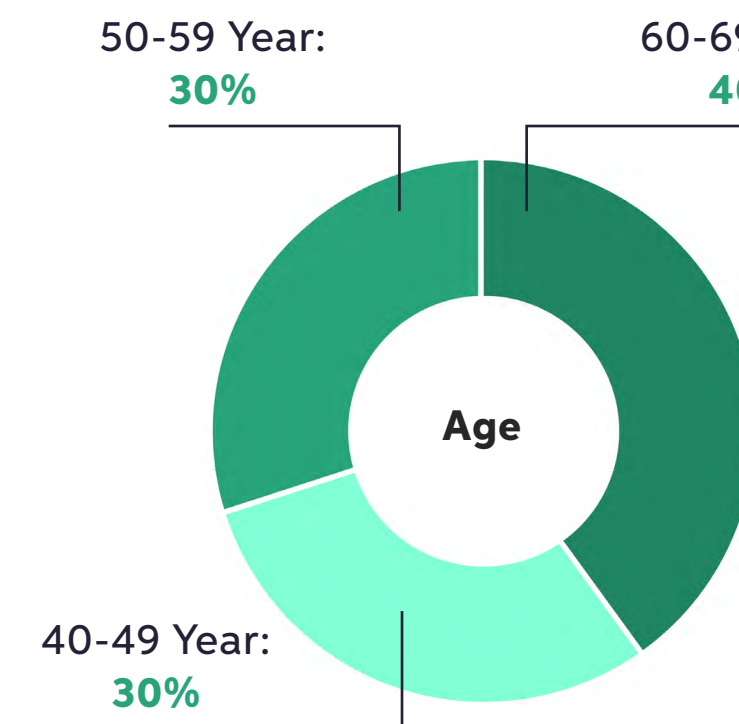
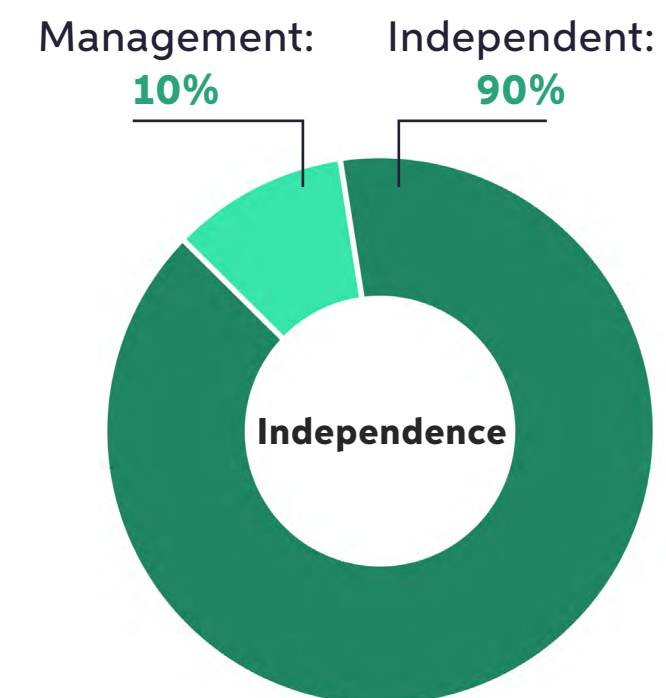
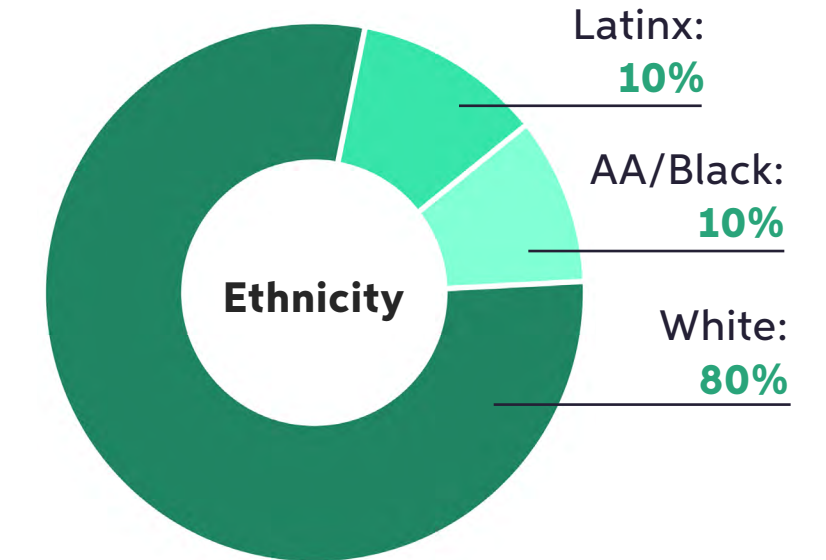
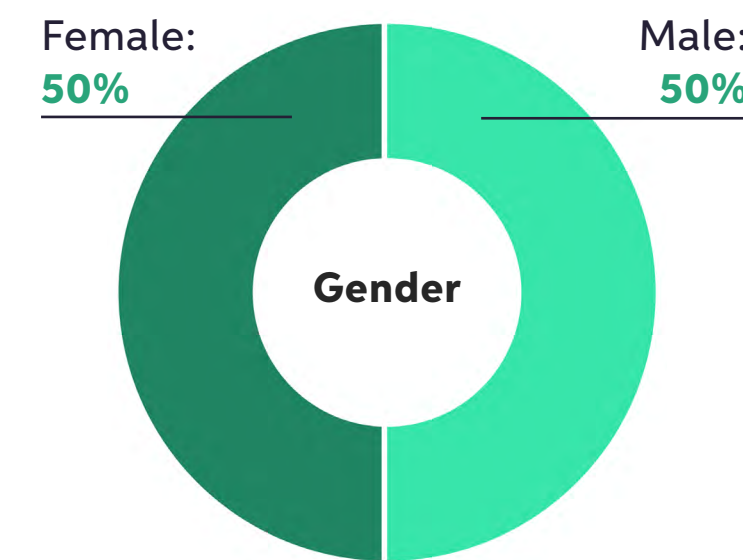
	Audit Committee	Compensation Committee	Governance & Sustainability Committee
Dan Rosensweig			
Sarah Bond			
Renee Budig			
Dr. Paul LeBlanc			
Marne Levine			
Marcela Martin			
Richard Sarnoff			
Ted Schlein			
John (Jed) York			
Melanie Whelan			

Co-Chairperson of the Board Committee Chair Member

2019



2022



*Percentages may not add to 100% due to rounding

Director Experience and Qualifications Summary Matrix




The matrix below highlights several of the experiences, qualifications, attributes, and skills of our directors. While these characteristics are considered by the Board and the Governance and Sustainability Committee in connection with the director nomination process, the following matrix does not encompass all experience, qualifications, attributes, or skills of our directors.

Name	Digital	International	Senior Executive	High-Growth at Scale	Public BoD	Risk Management	Finance & Accounting	Subscription or D2C	Cybersecurity	M&A	Education or Non-Profit	ESG
Dan Rosensweig	■	■	■	■	■	■		■	■	■		■
Sarah Bond	■	■	■	■	■		■	■		■		
Renee Budig	■	■	■			■	■	■	■	■	■	■
Dr. Paul LeBlanc	■	■	■	■		■		■		■	■	■
Marne Levine	■	■	■	■	■	■	■	■		■		■
Marcela Martin	■	■	■	■	■	■	■	■	■	■	■	■
Richard Sarnoff	■	■	■	■	■	■	■	■		■	■	
Ted Schlein	■	■	■		■		■	■	■	■	■	■
John (Jed) York	■	■	■					■		■	■	■
Melanie Whelan	■	■	■			■	■			■		■

- **Digital:** Experience with technology, digital and social media, or partnerships.
- **International:** Experience with international operations.
- **Senior Executive:** Experience as a CEO or senior executive at a public company or other large organization.
- **High-Growth at Scale:** Experience with high-growth organization with \$5+ billion annual revenue.
- **Public BoD:** Experience as a director of another public company.
- **Risk Management:** Experience in risk management.
- **Finance & Accounting:** Expertise in financial statements and accounting.
- **Subscription or D2C:** Experience with direct to consumer or subscription services.
- **Cybersecurity:** Expertise in technology and cybersecurity.
- **M&A:** Expertise in M&A, debt and equity financing and other strategic transactions.
- **Education or Non-Profit:** Expertise in education or non-corporate (non-profits).
- **ESG:** Leadership experience with ESG, sustainability, or diversity and inclusion.

ESG Disclosures

Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
About Chegg								
Organization details	About Chegg				2-1			About Chegg, pgs 5-6
Chegg services subscribers	8.2 million	7.8 million	6.6 million	3.9 million		SV-ED-000A		2022 10-K 2021 10-K 2020 10-K 2019 10-K
Annual revenue	\$766.9 million	\$776.3 million	\$644.3 million	\$410.9 million	2-1			2022 10-K 2021 10-K 2020 10-K 2019 10-K
Countries served	190	--	--	--	2-1			
Reporting period, frequency and contact point	This report covers calendar year 2022. Chegg's reports on ESG topics on an annual cycle. For questions, please contact esg@chegg.com .				2-3			
Membership associations	Chegg is a member of TechNet and Silicon Valley Leadership Group.				2-28			Trade Associations and Lobbying, pg 26
External Assurance	Chegg's greenhouse gas emissions data is externally verified by Apex using ISO 14064-3 standard.				2-5			Apex Verification Letter About This Report, pg 10
Material Topics	In late 2021, Chegg conducted its first materiality assessment to inform our ongoing ESG strategy and material topics.				3-1, 3-2			


Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Employee Data								
Number of Employees	2,071	1,736	1,941	1,401	2-7			2022 10-K 2021 10-K 2020 10-K 2019 10-K
Percentage of Employees that are foreign nationals ³	10%	10%	6%	--		TC-SI-330a.1		
Percentage of Employees located outside of U.S.	54%	49%	42%	--		TC-IM-330a.1, TC-SI-330a.1		
Total recordable incidents	1	1	0	1	403-9			
Global Turnover ⁴	24%	26%	7%	24%	401-1			Employee Retention
Global Voluntary Turnover ⁴	21%	20%	5%	21%				
Global Involuntary Turnover ⁴	3%	6%	2%	3%				
Global Male Turnover ⁴	19%	25%	7%	25%				
Global Female Turnover ⁴	20%	26%	6%	22%				
ESPP	Open to all eligible employees that work 20 hours or more per week and 5 months out of the year.							ESPP
Pay Equity	Chegg performs annual compensation analysis to mitigate pay disparities. When any disparities arise, we act as needed.						 	Pay Equity, pg 18
Employee Engagement & Culture								
Employee Resource Groups	Self-directed groups that celebrate different cultural events, bring in outside speakers and experts, and provide a vital sense of community							
Employee Training	Executive-level coaching is provided to all employees; annual training includes compliance, ethics, DE&I, insider trading, and security.				404-2			Professional Development, pg 16
Training spend per Global Employee	\$1,252	\$1,154	\$1,002	--	404-2			

¹GRI and SASB codes

²United Nations Sustainable Development Goals

³Represents % of global employees on a visa

⁴Gender turnover data does not include undeclared/nonbinary employees.

Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Employee Engagement & Culture (cont.)								
Employee Engagement ³	Reflected in our global employee survey completed by 93% of our employees, our employee engagement score is 81%					TC-SI-330a.2		
I would recommend Chegg as a great place to work ³	Yes = 93%					TC-IM-330a.2, TC-SI-330a.2		
Chegg's mission motivates me to try my best ³	Yes = 88%							
I am proud to work for Chegg ³	Yes = 90%							
I believe Chegg values represent our actual culture ³	Yes = 90%							
Chegg builds products that help students learn ³	Yes = 93%							
People of all cultures and backgrounds are respected and valued at Chegg ³	Yes = 95%							
Chegg's C Team demonstrated flexibility, adaptability and care for our people throughout COVID ³	Yes = 94%							
Employee Gender Diversity Data⁴								
Global - Female	43%	43%	42%	39%	405-1			Diversity Snapshot, pg 20 2021 EEO-1 Data⁵
Global - Male	57%	57%	58%	60%				
U.S. - Female	50%	50%	50%	42%				
U.S. Male	49%	50%	50%	57%				
Israel - Female	31%	34%	34%	33%				
Israel - Male	69%	66%	66%	67%				
India - Female	36%	36%	37%	36%				
India - Male	64%	64%	63%	64%				
Global Director & Above - Female	43%	40%	37%	36%				
Global Director & Above - Male	57%	60%	63%	64%				



¹GRI and SASB codes

²United Nations Sustainable Development Goals

³Results reflect a global employee engagement survey conducted by Culture Amp in September 2022. Respondent base (n=1,469) among approximately 1,587 invites

⁴Data excludes part-time on-demand educators with no fixed schedules or hours. Manager & above data excludes Program Managers. May not add to 100% due to rounding and employees choosing not to disclose. Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

⁵EEO-1 Report data is as of 12/31/21.


Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Employee Gender Diversity Data (cont.)³								
Global Manager & Above - Female	44%	42%	37%	32%	405-1			Diversity Snapshot, pg 20 2021 EEO-1 Data⁴
Global Manager & Above - Male	56%	58%	63%	68%				
U.S. Director & Above - Female	43%	42%	40%	39%				
U.S. Director & Above - Male	57%	58%	60%	61%				
U.S. Manager & Above - Female	44%	49%	44%	40%				
U.S. Manager & Above - Male	56%	51%	56%	60%				
Global Technical Staff - Female	25%	26%	26%	25%				
Global Technical Staff - Male	75%	73%	73%	75%				
Employee Ethnic Diversity Data - U.S. Only³								
AA/Black	8%	6%	6%	7%	405-1			Diversity Snapshot, pg 20 2021 EEO-1 Data⁴
Asian	32%	36%	31%	33%				
Hispanic/Latinx	8%	6%	6%	5%				
Native Hawaiian/PI	1%	1%	1%	1%				
Two+/Other	3%	3%	4%	3%				
White	44%	45%	49%	37%				
Director & Above - AA/Black	7%	3%	2%	0%				
Director & Above - Asian	32%	30%	31%	32%				
Director & Above - Latinx	1%	5%	2%	2%				
Director & Above - Two+/Other	1%	2%	1%	0%				
Director & Above - White	56%	60%	64%	66%				
Manager & Above - AA/Black	6%	3%	3%	1%				
Manager & Above - Asian	38%	36%	34%	37%				
Manager & Above - Latinx	7%	6%	5%	6%				

¹GRI and SASB codes

²United Nations Sustainable Development Goals

³Data excludes part-time on-demand educators with no fixed schedules or hours. Manager & above data excludes Program Managers. May not add to 100% due to rounding and employees choosing not to disclose. Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

⁴EEO-1 Report data is as of 12/31/21.

Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Employee Ethnic Diversity Data - U.S. Only (cont.)³								
Manager & Above - Two+/Other	3%	2%	1%	3%	405-1			Diversity Snapshot, pg 20 2021 EEO-1 Data⁴
Manager & Above - White	45%	49%	56%	56%				
Technical Staff - AA/Black	4%	3%	3%	3%				
Technical Staff - Asian	46%	48%	47%	51%				
Technical Staff - Latinx	6%	5%	5%	4%				
Technical Staff - Two+/Other	2%	1%	1%	1%				
Technical Staff - Native HI/PI	0%	1%	1%	1%				
Technical Staff - White	38%	38%	38%	38%				
Cybersecurity & Data Privacy								
Cybersecurity, Testing & Auditing, Employee Training	We are focused on building security into all aspects of the software development lifecycle and relevant technical processes.					SV-ED-230a.1, TC-IM-230a.2, TC-SI-230a.2		Data Security
Data Privacy	Chegg's Privacy Policy is meant to help users understand what information we collect, why we collect it, and the choices they have.					SV-ED-230a.2, TC-SI-220a.1		Privacy Policy
Data Breaches	0	0	0	0	418-1	SV-ED-230a.3, TC-IM-230a.1, TC-SI-230a.1		Incident Response
Political Contributions ⁵	\$0	\$0	\$0	\$0	415-1			Political Contributions
Responsible Marketing	We work to ensure that our marketing is honest, accurate and in line with our values.				417-1			Responsible Marketing
Advertising Guidelines	We believe it is very important to ensure that our ad setup is brand safe for our audiences.				417-1	TC-SI-220a.1		Advertising on Chegg

¹GRI and SASB codes







²United Nations Sustainable Development Goals

³Data excludes part-time on-demand educators with no fixed schedules or hours. Manager & above data excludes Program Managers. May not add to 100% due to rounding and employees choosing not to disclose. Technical Staff includes Analytics & BI, Engineering, IT, and UX (excluding UX Research).

⁴EEO-1 Report data is as of 12/31/21.

⁵Chegg has not made any political contributions in each of the last four years (2019, 2020, 2021, 2022) though we do contribute to a variety of non-profits, some of which may have advocacy objectives that align with the needs of the student audiences they reach. Chegg commits to continue to disclose political contributions.

Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Business Ethics								
Approach to upholding business ethics	Our Code of Business Conduct and Ethics applies to our Board of Directors, all Chegg employees and contractors, and our vendors. Mechanisms for reporting violations are provided.				2-26, 3-3			Code of Business Conduct and Ethics Whistleblower and Complaint Policy
Risk and compliance management	Chegg's responsible business practices and management of risk & compliance are outlined in our annual proxy and 10-K.				3-3, 2-12	TC-SI-550a.2		2023 Proxy 2022 10-K
Governance structure and approach	Our corporate governance structure, nomination and selection processes, and ESG oversight is outlined in our annual proxy.				2-9, 2-10, 2-11, 2-14, 2-18			2023 Proxy Govern Effectively
Total Board Members	10	10	9	8	2-9			Board of Directors
Percentage of Board Members that are Independent	90%	90%	89%	88%	2-9			2023 Proxy
Average Board Age	55	54	53	53	2-9			2023 Proxy
Average Board Member Tenure	7 years	6 years	6 years	6 years	2-9			2023 Proxy
Board Gender Diversity	50% Female 50% Male	50% Female 50% Male	44% Female 56% Male	38% Female 63% Male	2-9, 405-1			Diversity Snapshot, pg 42
Board Ethnic Diversity	10% Latinx 10% AA/Black 80% White	10% Latinx 10% AA/Black 80% White	0% Latinx 11% AA/Black 89% Black	0% Latinx 0% AA/Black 100% White	2-9			Diversity Snapshot, pg 42
Climate Change								
GHG - Scope 1 (MtCO2e)	375	255	189	--	305-1			Apex verification letter
GHG - Scope 2 (MtCO2e)	705	365	521	--	305-2			Apex verification letter
Total Energy Consumed Scope 1 & 2 (gigajoules)	13,162 GJ	8,355 GJ	8,599 GJ	--	TC-IM-130a.1, TC-SI-130a.1			
GHG - Scope 3 (MtCO2e)	26,996	--	--	--	305-3			Apex verification letter
Total Energy Consumed (MtCO2e)	28,074	621	710	--				

Description	2022	2021	2020	2019	GRI ¹	SASB ¹	SDG ²	Links
Community Engagement								
Total corporate charitable contributions	\$0.9M	\$1.4M	\$1.2M	\$0.7M	201-1		     	Community Partnerships
Empowering Employee Impact	Chegg offers eligible employees paid Volunteer Time Off and hosts a Global Volunteer Day for employees.				3-3			Volunteer Impact Benefits, page 14
Research & Advocacy	Chegg.org seeks to address the issues facing the modern learner.							Research & Advocacy
Accessibility ³	We believe Chegg.com conforms to the International Edition of the Accessibility Conformance Report							Help Learners

¹GRI and SASB codes

²United Nations Sustainable Development Goals

³WCAG 2.1 Level AA, Section 508, EN 301 (EU) standards

Description	GRI	SASB	SDG
Policies			
Code of Business Conduct and Ethics	205-2		
Freedom of Association			
Corporate Governance Guidelines			
Culture, Belonging & Diversity Policy			
Human & Children's Rights Policy			
Responsible Marketing Policy			
Privacy Policy		TC-SI-220a.1, TC-IM-2202a.1	
Anti-Discrimination			
Whistleblower and Complaint Policy			
Audit Committee Charter			
Compensation Committee Charter			
Governance and Sustainability Committee Charter			
Honor Code			
Materiality Assessment	3-1, 3-2		



Chegg