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A Letter From Evan

At Snap, our mission is to empower people to express themselves, live in the moment, learn about the world, and have fun together. That mission continues to guide how we build our products, support our community, and grow our business.

Today, we're grateful to serve a community of more than 900 million people around the world. People come to Snapchat to deepen their relationships with friends and family, and we feel a deep responsibility to support those connections in a way that is thoughtful, trustworthy, and enduring.

Over the past year, we worked to apply that same vision not only in our products, but across our company. We advanced our climate work with science-based targets, because we know our impact extends beyond the digital world into the local communities who use our service every day. We deepened our commitment to belonging, because authentic, meaningful connections are only possible when people feel valued, respected, and able to show up as themselves. And we strengthened our approach to ethical operations through expanded compliance programs, robust data governance, and more transparent engagement across our supply chain.

Each year, Citizen Snap is an opportunity to translate creativity into accountability and vision into measurable progress. Our long-term strategy is grounded in resilience, values-led leadership, and the belief that innovation matters most when it is paired with responsibility.

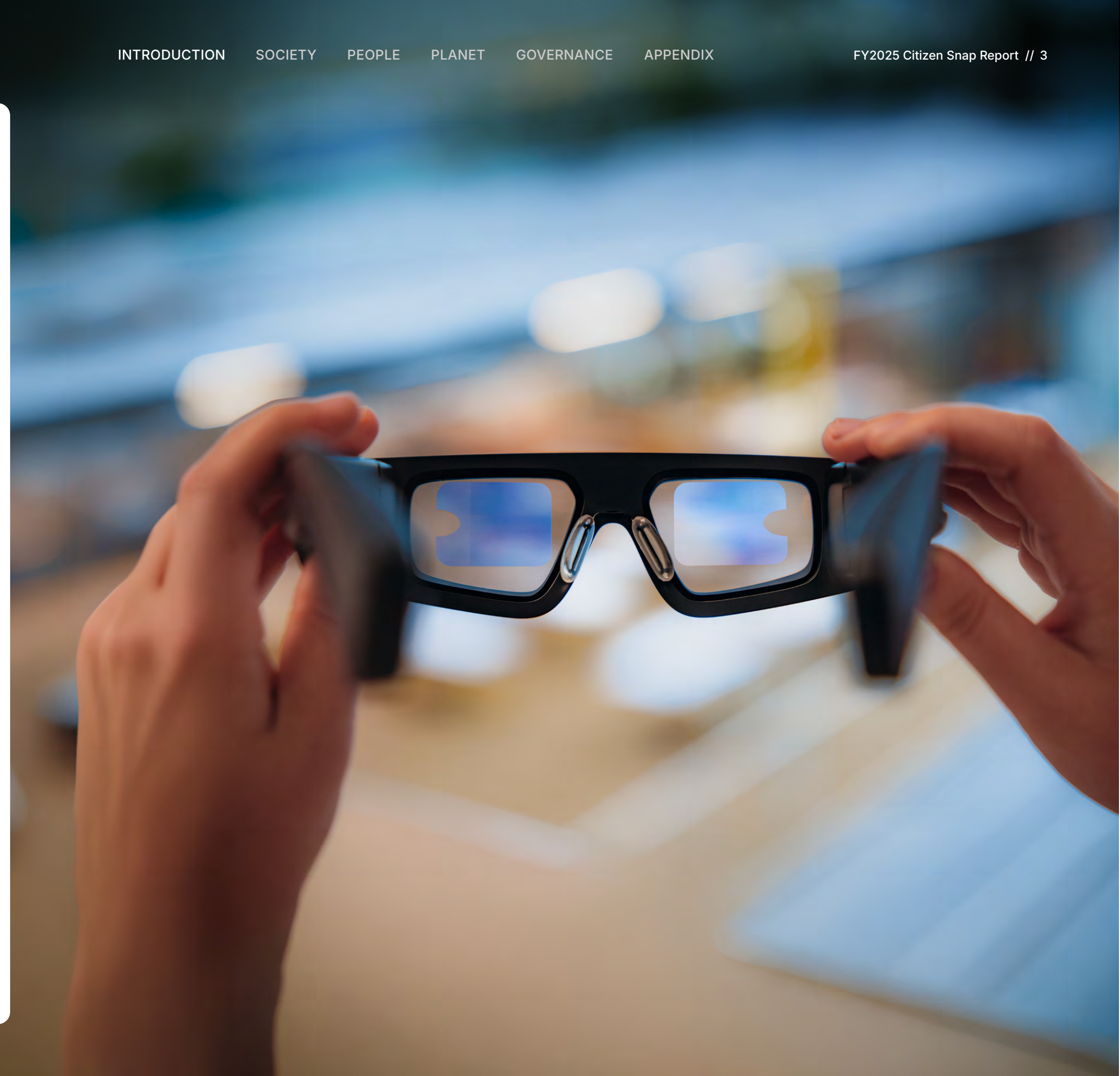
We remain committed to supporting the relationships that make Snapchat so meaningful in people's lives, and to building a kind business that scales responsibly.

Thank you for being part of this journey.



A handwritten signature in black ink, appearing to read 'Evan Spiegel'.

Evan Spiegel
CEO and Co-Founder, Snap Inc.



Executive Summary

In 2025, Snap continued to make meaningful progress on our sustainability and responsibility priorities, guided by our core values to be kind, smart, and creative.



SOCIETY

We continued to act upon our commitment to building a platform where users can have fun and feel safe. We accelerated our enforcement capabilities, reducing our median response times to take enforcement action on reported violations to approximately 1 minute, an 87% improvement from 2024. At the same time, we expanded automation to 58% of reports handled by the Trust and Safety team, enabling human review to focus on the most nuanced cases. We also strengthened our work with law enforcement by hosting our fifth annual United States Law Enforcement Summit and launching our first Global Law Enforcement Summit, reaching approximately 6,000 law enforcement professionals globally. We elevated teen voices through our inaugural Council for Digital Well-Being, expanding from a US pilot to include sister councils in Europe and Australia. We launched [The Keys: A Guide to Digital Safety](#), an interactive learning program designed for teens and families, and released the third edition of our Digital Well-Being Index, a cross-platform study surveying more than 9,000 young people across six countries.

We continued to advance our commitment to local communities around the world by hosting over 1,000 volunteer initiatives alongside our Snap team members, impacting more than 18,000 students and community members across our three focus areas: access to education, mentorship and career pathways, and community wellbeing.

PEOPLE

Belonging remains a core tenet at Snap. Nearly half of our workforce now belongs to at least one of our ten global Employee Resource Groups (ERGs), showcasing strong momentum in how we build culture from within. We held 2,400+ Councils across the company, with 92% of managers participating. We advanced global talent development in 2025, onboarding new hires across regions, reaching 300+ employees through growth initiatives, and equipping 160+ managers and emerging leaders with tools for inclusive, high-performance leadership. We also expanded our presence at major industry conferences, in line with our commitment to find and connect to talent globally, and introduced our technology to the communities we serve. In parallel, we prioritized team well-being through expanded mental health benefits and strengthened workplace safety practices, maintaining a Total Recordable Incident Rate below industry average.

PLANET

We maintained carbon neutrality and achieved another year of 100% renewable electricity procurement through verified Renewable Energy Certificates (RECs) and Energy Attribute Certificates (EACs). We also launched a new decarbonization strategy focused on supplier engagement and source-level emissions reduction, giving us greater visibility into where meaningful reductions are possible across our value chain. Across our workplaces, we continued improving energy efficiency, consolidating our footprint, tackling food waste, and investing in transit-oriented commuting options that encourage employees to play an active role in lowering our overall impact. And through Snap for Green, we also helped brand partners measure and reduce the carbon footprint of their advertising, reinforcing that Snap's platform can drive climate progress beyond our own operations.

GOVERNANCE

Our governance practices reflect and reinforce our core values. In our supply chain, we expanded risk assessment to capture nine distinct categories and achieved a 99% supplier response rate on conflict minerals due diligence, while implementing proactive oversight to navigate evolving regulatory expectations. We introduced a centralized system to house our policies, manage approvals for gifts, meals, entertainment, and conflict of interest disclosures, and track policy attestations, enabling more immediate identification and response to compliance risks. We also evolved our Global Code of Conduct training from traditional formats to scenario-based learning reaching 98% completion, and expanded our Compliance Champions program across six countries. In data governance, we maintained rigorous multi-layered controls for all public-facing information while preparing for new European Commission requirements on the Digital Services Act Transparency Report. Together, these efforts reflect a governance approach focused on strengthening accountability, enhancing oversight, and ensuring our practices evolve alongside a rapidly changing regulatory landscape.

About Snap

Headquartered in Santa Monica, California, Snap is a technology company with offices around the world. We are proud to serve a diverse community of more than 900 million Monthly Active Users and more than 480 million Daily Active Users.²

We believe the camera presents the greatest opportunity to improve the way people live and communicate. We contribute to human progress by empowering people to express themselves, live in the moment, learn about the world, and have fun together.

Our Products and Services

Snapchat



Lenses



Stories



Snap Augmented Reality (AR)



SPECS



² Snap Inc. internal data Q1 2026.

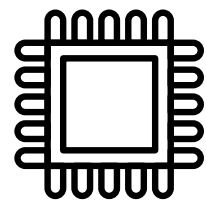
Our Commitment Across the Value Chain

Responsibility is embedded throughout our entire value chain, from how we choose, engage, and manage suppliers, to how we design, build, and operate our products, to how we deliver experiences that reach nearly a billion users around the world. Every step of the way, we are guided by consistent standards for human rights, health and safety, environmental stewardship, and ethical business conduct, supported by compliance processes, monitoring, and a commitment to transparency and responsible collaboration.



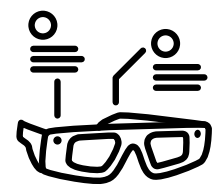
Stage 1: Sourcing (Upstream)

Our 99% supplier response rate on conflict minerals due diligence reflects our commitment to understanding where risks begin, aligned with OECD guidance and global best practices.



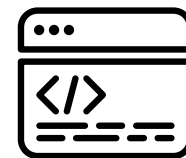
Stage 2: Component Manufacturing & Utilities (Upstream)

From semiconductor fabrication to energy production, utility providers, and suppliers for our hardware components provide the infrastructure that makes our products possible. We expect the same standards of environmental responsibility and safe operations from these partners as we do from our direct suppliers.



Stage 3: Direct Inputs & Procurement (Upstream)

From component suppliers to contract manufacturers, we partner with organizations that share our standards for safe working conditions, fair labor, and environmental responsibility. We use RBA audits to help verify compliance and drive continuous improvement across our manufacturing ecosystem.



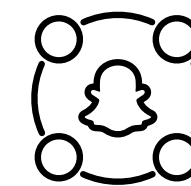
Stage 4: Platform Development & Integrity (Our Operations)

Responsibility is built into our products from the first line of code. Privacy by Design and Safety by Design guide every product and feature we develop. Our content moderation and review systems provide continuous stewardship, enabling real-time detection and response to emerging risks.



Stage 5: Corporate Functions & Governance (Our Operations)

Sound governance underpins everything we build. Business administration, public policy engagement, human capital management, and legal compliance functions work in concert to ensure that how we operate reflects the same principles embedded in our products.



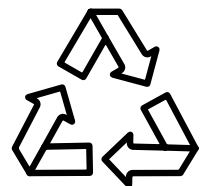
Stage 6: Distribution & Delivery (Downstream)

Snapchat reaches users through app stores and carrier collaborations. SPECS move through outbound logistics and retail channels. Every distribution pathway is an extension of our responsibility and we hold our partners to the same standards we hold ourselves.



Stage 7: Users & Impact (Downstream)

The Snapchat app, SPECS, and our other products deliver safe, private, and secure experiences to nearly a billion users. This is where our responsibility becomes real, empowering genuine connection while protecting the people who trust us with their stories, their friendships, and their data.



Stage 8: End-of-Life (Downstream)

Physical products like SPECS have a life beyond the user. We design with end-of-life in mind, supporting responsible recycling and waste management in accordance with applicable compliance standards.

Looking Ahead

We remain focused on building a safer, more inclusive, and more sustainable future, both on and off our platform. While the digital environment is constantly changing, our long-standing commitment to transparency, integrity, and human connection guides our actions and aspirations.



Society

As online risks evolve, so must our defenses. In the year ahead, we will make further investments in our collaboration with law enforcement, in our Safety Advisory Board (SAB), and in our teen Councils for Digital Well-Being to help address emerging and potential harms. We will continue advancing our Family Center and safety education resources, informed by teen and parent feedback. And we will continue to develop our transparency reporting to provide enhanced visibility into enforcement trends and the nature of risks on our platform.

People

We plan to expand our inclusive leadership development and ERG Coaching Circle programs and to continue scaling our Council practice, globally. We will support continued engagement between ERGs and our Learning and Development team to ensure that community-building and professional growth remain interlocked. We will also connect with talent through industry conferences and community events around the world, while investing comprehensively in our people's well-being, including their mental health, financial wellness, family support, and workplace safety. Our belief remains simple: when our employees feel they truly belong, we build better products for the Snap community members we serve.

Planet

Building on our growing supplier emissions dataset, we plan to develop a new long-term, science-aligned climate strategy. For our products, we intend to continue engaging our hardware suppliers on material transparency and emissions reduction initiatives, building on the supplier engagement foundations established in 2025 to drive meaningful Scope 3 reductions across our value chain. In our workplaces, we plan to expand our Building Management System (BMS) to additional sites, advancing data monitoring and automation as baseline data matures, and investing in transit-oriented locations and commuter programs that make lower-carbon choices easier for our people. Through Snap for Green, we plan to scale our carbon impact program to more brand partners and markets, reinforcing that our platform can drive climate action beyond our own walls and that sustainable advertising and high-performing advertising are one and the same.

Governance

We will continue to reinforce governance infrastructure and expand our commitment to responsible operations. We plan to build upon our risk assessment framework and develop visibility protocols to comply with the Corporate Sustainability Due Diligence Directive (CSDDD) and other evolving regulatory requirements. We will also scale our real-time compliance monitoring capabilities to enable more automated oversight across all compliance domains. We will expand our Compliance Champions program to additional global offices, further embedding our culture of compliance in local contexts. In data governance, we will prepare for the new Digital Services Act Transparency Report requirements from the European Commission, ensuring standardized and timely disclosure.

Society

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Technology is most powerful when it enables genuine human connection, and that's only possible when users feel protected. Our commitments to privacy, safety, and security shape every decision across our product lifecycle, from how we design features to how we enforce our policies, and from our direct relationships with users to our collaboration with law enforcement, researchers, and civil society. We hold ourselves to this standard, and we expect the same firm commitment from our suppliers, advertisers, and brand partners. Throughout 2025, we expanded our enforcement capabilities, deepened our engagement with teens and families, and strengthened our work with experts and advocates to better understand and serve the communities that use our products.

OUR MATERIAL TOPICS

Protection of Children / Health and Safety / Security of a Person / Privacy / Freedom of Expression / Access to Quality Information

KEY METRICS & HIGHLIGHTS

1-minute

Median response time for potential safety violations (87% reduction)

0.01%

Violative View Rate equivalent to one violation per 10,000 views of Snaps and Stories

6,000+

Law enforcement professionals engaged globally through summits

9,000+

Respondents surveyed for Digital Well-Being Index across six countries

Responsible Products

It's critical that the Snapchat community can share authentically and connect meaningfully with the people who matter to them in an environment that prioritizes their safety and privacy. That means that privacy, safety, and security are foundational to how we build our products. From the moment a concept is conceived, through design, engineering, testing, and launch, these interconnected priorities guide the decision-making process, with input from multiple teams. This commitment extends to new products and emerging technologies, where we apply the same intentional rigor to anticipate risks and embed protections from the start.



"At Snap, we work thoughtfully to balance privacy and safety — from private-by-default design choices to proactive detection, easy reporting tools, and quick review when concerns are raised. Our goal is to protect personal connection while responding quickly to potentially harmful content, all in service of our community."

RACHEL HOCHHAUSER
DIRECTOR, SAFETY OPERATIONS OUTREACH, SNAP



Faster Response Times Through Smart Prioritization

At Snap, teams across product, engineering, privacy, trust, safety, legal, policy, and design work together to identify, prevent, and detect violations before they spread, and to respond swiftly when users report harm. In 2025, we further reduced median response times from detection of a violation (whether proactive or upon receipt of a report) to final action on the relevant content or account, lowering them to about 1 minute, an average decrease of 87% compared with 2024. This improvement was largely driven by efforts to prioritize reports based on severity of harm and expand the use of high-precision automated review. We improved the overall automation rate for reports handled by the Trust and Safety team to 58% from 44%, allowing our teams to focus on the most nuanced cases where context and human judgment matter most.

The effectiveness of this work is reflected in our data. We maintain a Violative View Rate of 0.01%, meaning that out of every 10,000 Snap and Story views on Snapchat, we found that only one contained content violating our Community Guidelines. These metrics underscore Snap's consistent refinement of human review processes and our automated detection tools, including hash-matching technology, Google's Content Safety API, and proprietary machine learning systems.

Read Our Policies



The safety of the Snapchat community is a top priority. We take behavior that jeopardizes the safety of our community very seriously, particularly when the risk of harm is severe. You can read more about content and behavior prohibited on Snapchat in our [Community Guidelines](#) and [Terms of Service](#).

Our advertisers and media partners must adhere to our [Advertising Policy](#) and [Snap Commercial Content Policy](#) in order to ensure their content is accurate and fact-checked where needed. In addition, our editorial team works closely with Snap publishing partners to adhere to our [Content Guidelines for Recommendation Eligibility](#).

Privacy by Design

We've embedded privacy safeguards directly into product development, making it inseparable from how we build, launch, and evolve features. Privacy governance at Snap is inherently cross-functional. Guided by our Privacy Policy and Privacy Principles, designers, engineers, data scientists, product managers, attorneys, privacy engineers, and compliance specialists work together to ensure we collect only what we need, use data as narrowly as possible, and stay ahead of evolving regulatory expectations.



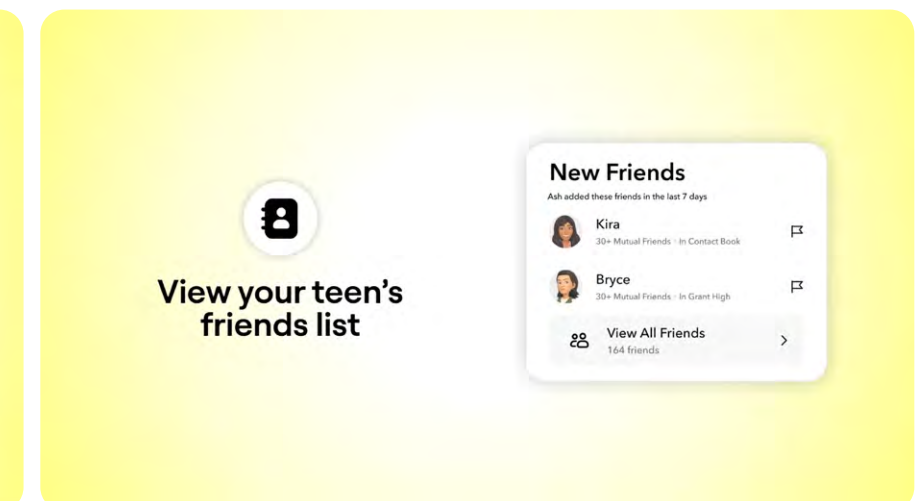
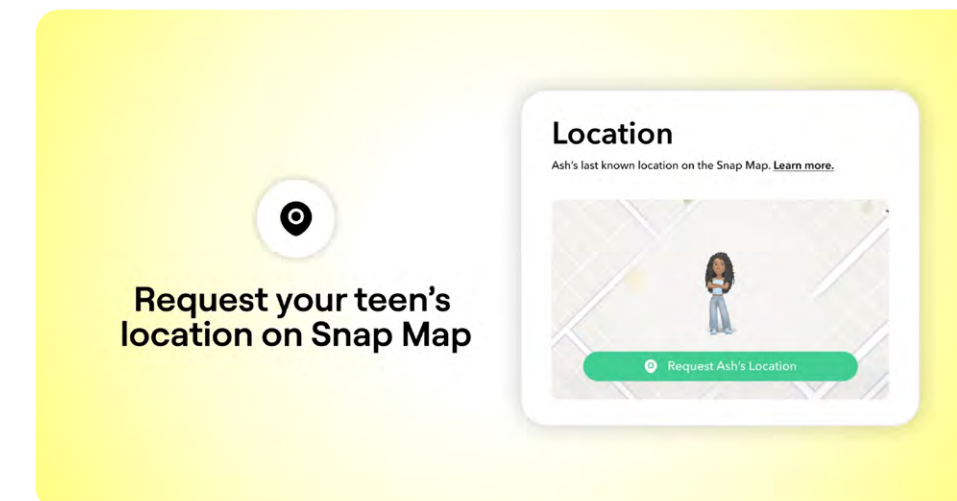
Transparency and User Control Enhancements

In 2025, our privacy team conducted more than 1,000 reviews across new and updated features, assessing how our products and features handle personal data, supporting user control, and working to minimize data collection and tailor its use as narrowly as possible in line with applicable compliance requirements. We also made concrete improvements to how Snapchatters interact with their own privacy:

- We enhanced the Download My Data tool with real-time push and in-app confirmations when requests are submitted, improved status visibility that persists longer in the app, developed a dedicated Memories-only export option with custom date ranges, and expanded language support for global accessibility.
- We improved navigation to Download My Data within Settings, making it easier for users to discover and use.
- We provided clear guidance on how content is selected and ranked by expanding existing transparency pages for Ads, Spotlight, and Discover.

Privacy by Default

Helping to protect the privacy and safety of all Snapchatters is imperative for us. To further support young people on Snapchat, accounts are private by default, with messaging limited to accepted friends and known contacts, and location sharing turned off unless intentionally enabled. Features like Public Profiles remain off by default and are only available to older teens (ages 16 to 17). For Public Profiles, the public visibility of engagement on content is limited, and direct messaging from public replies is restricted, with built-in controls over who sees profile content and how it can be engaged with.



Privacy Auditing and Reporting

Our Privacy Program undergoes a biennial independent audit to ensure that our practices align with our policies and applicable regulations. We also publish [Transparency Reports](#) twice a year, which provide detailed information on government and legal requests for user data, including account information.



Our Privacy Principles

WE COMMUNICATE HONESTLY AND OPENLY

When you use Snap’s services, you share information with us. So it’s our responsibility to help you understand how that information is used. Our Privacy Policy explains how we collect, use, share, and keep information, highlights of which can be found here. If you’re curious about how a certain feature uses your data, Privacy by Product breaks things down a bit more. We also explain how features use data right inside of our apps and throughout our Support Site. Of course, if you still can’t find what you need, you can always [ask!](#)

YOU CHOOSE HOW TO EXPRESS YOURSELF

We believe that privacy is essential to empowering self-expression. That’s why you’re in control of who you share things with, how you share them, and how long they can be seen by Snapchatters and, if you so choose, the public. You decide who can see your Story, which friends can see your Bitmoji on the Snap Map, and just how long your Snaps with friends stick around. You can keep things just between you and a friend, or share a moment with the whole world! [Learn more.](#)

WE DESIGN WITH PRIVACY IN MIND

New features go through an intense privacy review process. We talk about things, we debate them, and we work hard to build products and services we’re proud of and that we’ll want to use. After all, we use these products and services every day, both at work and in our personal lives. We handle your information with the same care that we expect for ourselves, our company, our family, and our friends.

YOU CONTROL YOUR INFORMATION

You have the right to control your information. That’s why we provide easy ways to access and update your information, adjust how much information you share with us and others, and request that we delete your information or your account, altogether. You can control most of your privacy settings right in our apps. You can even log in and download your Snapchat information [here](#). If you ever have any specific questions about your data, don’t hesitate to [contact us!](#)

DELETION IS OUR DEFAULT

Snapchat aims to capture the feeling of hanging out with friends in person. That’s why our systems are designed to delete Snaps and Chats with friends from our servers once they’ve been viewed or have expired — you can set Chats to delete after viewing, after 24 hours, after 7 days, or save them indefinitely. After a Snap or Chat with a friend is deleted, we’ll mainly be able to see the basic details (we call this “metadata”), like when it was sent and who it was sent to. Of course, you can always choose to save Snaps to your Memories. [Learn more.](#)

- We treat your conversations and the content you share with My AI a bit differently, retaining it until you ask us to delete it or delete your account.
- It’s important to keep in mind that other Snapchatters can always take a screenshot or save things using a third-party app. At the end of the day, it’s best to only share the need-to-know stuff with the people you really trust, just like you would in real life!

Safety by Design

Snap's approach to safety rests on a multi-pronged framework: We design with safety in mind from concept onward, leveraging advanced machine learning and detection systems to proactively identify potential harm; we equip the Snapchat community with meaningful controls — including in-app reporting, privacy settings, and Family Center for teens and their parents or caregivers — so they can shape their own experience; we mobilize our safety teams to respond to emerging risks with speed and precision; and we engage experts, civil society organizations, and law enforcement to help strengthen our defenses and educate our community.



“Safety isn’t addressed in isolation. It requires continuous coordination across product, enforcement, research, and partnerships. Through our Councils, insights from teens, and engagement with law enforcement, we listen directly to the people we serve and build systems that respect their agency while helping to keep them protected.”

JACQUELINE BEAUCHERE
GLOBAL HEAD OF PLATFORM SAFETY, SNAP

User Safety Enhancements

In 2025, we strengthened our safety infrastructure in multiple ways. We took additional steps to detect and remove usernames and display names that violate our Community Guidelines, tightening controls over how accounts present themselves on the platform. We also built upon our existing device blocking capabilities to further our protections intended to keep individuals whose accounts we disabled from circumventing safety rules and reoffending. Recognizing that families are central to teen safety, we made updates to our Family Safety Center, developed with guidance from Common Sense Media. Our new Family Hub is designed to help families navigate Snapchat safely and confidently.

Proactive Detection and Content Moderation

To complement our default protections, we improved detection capabilities to identify and remove harmful content:

- We expanded our ability to detect and remove duplicates of Child Sexual Exploitation and Abuse Imagery (CSEAI) and Non-Consensual Intimate Imagery (NCII), and to detect previously identified CSEAI even after it has been modified.
- We expanded our use of signal-based detection and abusive-language detection, including for harms such as grooming, sexual extortion (sextortion), and drugs and other prohibited substances.
- We implemented new machine learning technology to enhance detection of sensitive content and filter both inappropriate creators and content for teens, providing additional safeguards.

Our Safety Principles

- 1 The principles underpinning Safety by Design at Snap — like many of our Privacy Principles — are grounded in transparency and control. They guide our product design process as well as our safety policies, systems, and frameworks.
- 2 We consider the well-being of our community — specifically teens — and age suitability at all stages of product and policy design, implementation, and management.
- 3 We work with safety advocates, experts, and other leaders in their fields to discuss, review, vet, and test products and policies until they are ready to be deployed and implemented.
- 4 We communicate directly and openly with our community so that Snapchatters understand our policies as well as the consequences of violating them.
- 5 We empower Snapchatters by providing readily discoverable, consistent, and easy-to-use features and controls, as well as actionable advice and guidance about staying safe.
- 6 We aim to detect, remove, enforce against, and report content and individuals that violate our policies.
- 7 We aim to be transparent and timely in our engagements with policymakers, law enforcement agencies, partners, collaborators, parents, and the global public, while acknowledging that we don't have all the answers but are committed to continuous learning and improvement.

Our Family Center

We offer a suite of tools, including in-app reporting through Family Center to empower parents and caregivers with the tools and resources to help make what they believe are the right choices for their teen based on their teen’s age, maturity level, and their family values. It is built on a simple principle: parents and guardians deserve visibility into what their teens are doing and who they’re engaging with on Snapchat, without access to private conversations. Building on new functionality from 2025, we introduced three significant enhancements in early 2026 to support parental awareness and create more opportunities for meaningful dialogue.

FAMILY SAFETY HUB

Developed with guidance from Common Sense Media, our new [Family Safety Hub](#) is designed to help families navigate Snapchat safely and confidently. Families can also check out a dedicated page to learn all about Family Center, our in-app parental tools.

UNDERSTANDING FRIEND CONNECTIONS BETTER

We introduced new visibility for families into their teen’s friends and who they are connected with on Snapchat. In addition to seeing their teen’s existing friend connections through Family Center, parents can now understand how their teen’s connections are associated — whether through mutual friends, contacts saved in their teen’s phone, or shared communities. These trust signals can help parents quickly assess whether connections are people their teen knows in real life, and offer them context to have informed conversations if they spot someone unfamiliar.

RESOURCES FOR LEARNING TOGETHER

We’ve made it easier for parents and trusted adults to get started with Family Center through a new walkthrough video on the [Family Safety Hub](#), and we’ve launched our new interactive online safety course, [The Keys: A Guide to Digital Safety](#). The Keys is designed as a shared learning experience between teens and caregivers, strengthening education about potential online risks and how to help protect themselves.

Safety Education and Resources

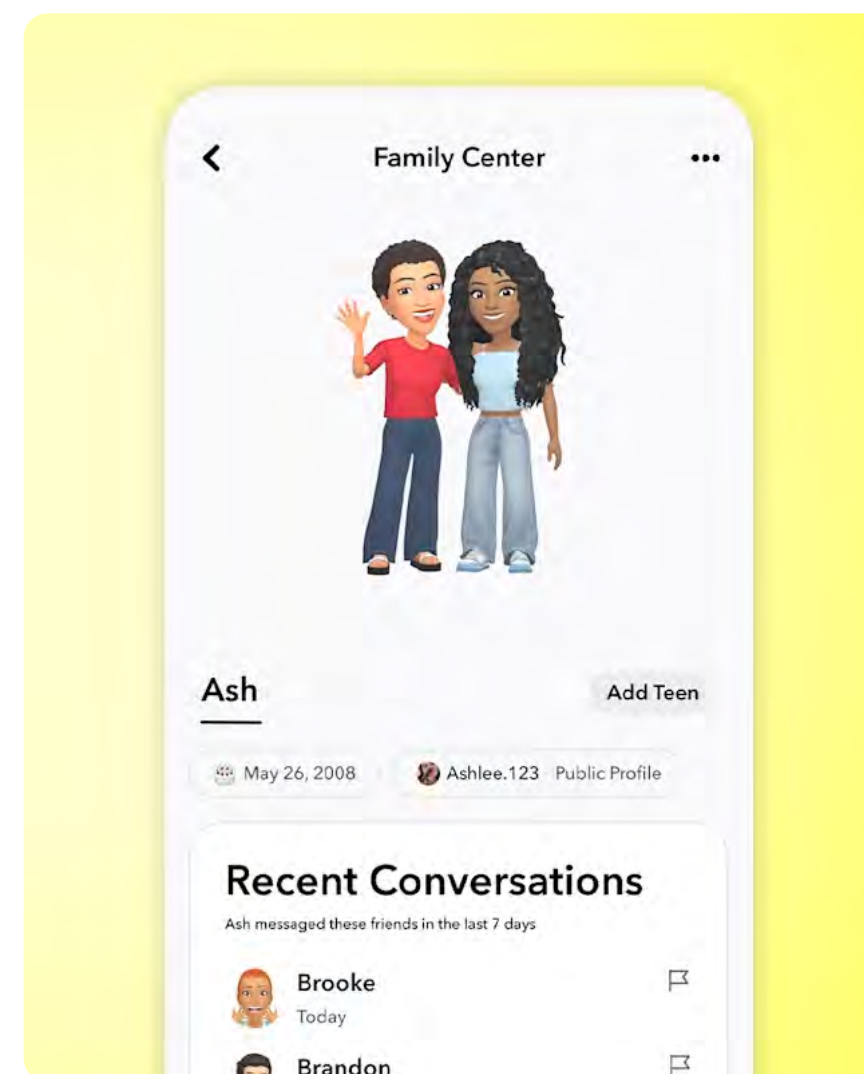
Our research and educational efforts are imperative to building safer digital spaces that encourage the whole ecosystem to step up, with technology companies building thoughtfully, parents and caregivers staying informed and engaged, and teens developing the critical thinking and decision-making skills needed to navigate an increasingly complex online world.

Snap’s Digital Well-Being Index

In 2025, Snap released the third edition of its [Digital Well-Being Index \(DWBI\)](#), a comprehensive cross-platform study surveying more than 9,000 teens, young adults, and parents of teens across six countries: Australia, France, Germany, India, the United Kingdom (UK), and the US. The research measures how Gen Z is faring online through five dimensions: Positive Emotion, Engagement, Relationships, Negative Emotion, and Achievement. Importantly, this study is not Snapchat-specific; it captures Gen Z experiences across all online platforms and services, providing an independent, ecosystem-wide perspective on digital well-being.

The 2025 findings revealed a complex picture. The research highlighted persistent challenges: 23% of respondents reported being victims of sextortion, 59% had engaged with deceptive individuals online, and 24% had encountered AI-generated sexual content. Yet the data also showed that when teens faced threats like grooming for sexual purposes or catfishing, 84% reached out to someone and were willing to seek support. While eight out of ten teens and young adults reported exposure to at least one online risk, more Gen Z users sought help after experiencing digital challenges, and more parents actively checked in with their teens about online life. The overall DWBI score edged to 63 in Year 3, up one point from previous years, signifying a modest but meaningful improvement despite an apparent rise in overall risk exposure.

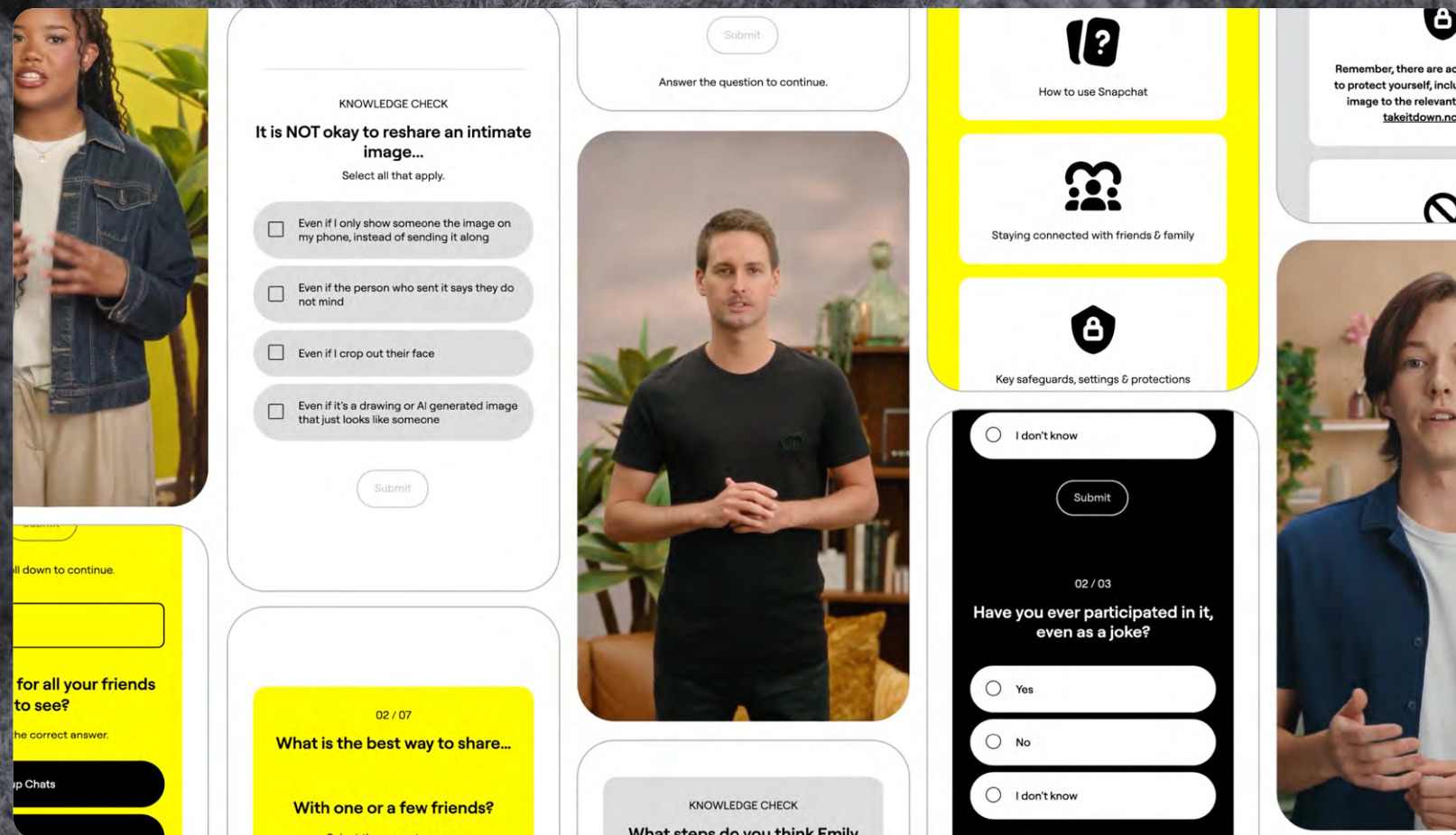
This five-year study will continue to evolve, providing an ongoing evidence base for the technology industry, policymakers, and parents about the digital landscape Gen Z navigates.



A Guide to Digital Safety

Beyond research, Snap is committed to equipping teens and families with practical tools to help stay safe online. In September 2025, we launched The Keys: A Guide to Digital Safety, an interactive online safety learning program designed for teens and their parents. Unlike awareness-raising campaigns alone, The Keys addresses some of the most challenging issues teens may face online including bullying, sextortion, illicit drug exposure, and sharing intimate imagery, and helps them build the skills and confidence to recognize risks and take protective action.

The program is designed as a shared learning experience between teens and trusted adults like parents, caregivers, siblings, or mentors. By completing The Keys together, teens and adults dive into the program's questions, unpack sensitive topics, and build stronger communication around digital safety. This collaborative approach recognizes that helping keep teens safe online is not something adults do to teens, but rather something they do with them, grounded in trust and dialogue.



Snap's Councils for Digital Well-Being

Meaningful progress on online safety requires centering the voices of the people most affected: young people themselves. In 2024, we launched the inaugural teen Council for Digital Well-Being — a first-of-its-kind initiative bringing together diverse US-based teens to serve as online safety ambassadors and sounding boards for our product and policy teams.

In 2025, the inaugural US cohort concluded with a capstone event in Washington, D.C., where 18 Council members presented their learnings directly to key stakeholders, including officials from the US Department of Justice, the US Department of Homeland Security, the DC Attorney General, and representatives from leading online safety organizations. The teens shared presentations on critical topics including sextortion, stigmas around online reporting, and how to create family conversations around digital safety. Beyond the capstone, the members had the opportunity to meet with the office of the First Lady to discuss online safety priorities.

The success of the US pilot led us to expand the program globally. In 2025, we launched sister councils in Europe and Australia, selecting teens from 10 European countries and Australia to participate in region-specific monthly calls, in-person summits, and collaborative work with members of our Safety Advisory Board (SAB) and product teams. Early insights from the European council members emphasized the importance of parental presence and understanding, the role of online platforms in teens' lives beyond leisure, and the need for readily available safety resources on the platforms teens actually use. Members from both regions are already becoming online safety ambassadors in their local communities, creating safety resources and leading peer discussions.

Through these councils, we're learning directly from young people what makes online spaces feel safe, respectful, and empowering and giving them a platform to help shape the future of digital well-being for their generation.

Excerpts from selected members' applications to Snap's new Councils for Digital Well-Being in Europe

"Participating in this program would mean having the opportunity to widen my views and work together with young people from all over Europe who care, just as much as me, about the safety and experiences of young people. It would mean having the voice and opportunity to improve the experiences of teenagers online."

14-YEAR-OLD (UNITED KINGDOM)

"I hope to be selected to help share my perspectives and help expand my own knowledge... I think it will be a great way to spread awareness about safety and social media."

14-YEAR-OLD (SWEDEN)

Safety Advisory Board

Snap's SAB plays a vital role in shaping our approach to digital safety. The SAB brings together 19 members, including professionals from online safety-focused nonprofits, academic institutions, research organizations, and technology sectors, as well as youth advocates, whose collective expertise spans child sexual exploitation and abuse, artificial intelligence, illegal drug activity online, and emerging threats.

In 2025, the SAB held three meetings, two virtual sessions and one in-person gathering. Throughout the year, members engaged with Snap across product development, outreach, and public policy on a range of critical issues, including financial sextortion, grooming of minors for sexual purposes, age-verification technologies, screen time for teens, and the implications of social media bans. As an independent advisory body, the SAB continues to provide trusted input and feedback that helps shape our product features, policy development, and global education efforts.

Monitoring, Enforcement, and Support

Snap is deeply committed to protecting our community from exploitation, abuse, and harmful content. We work closely with law enforcement and safety partners to support investigations and respond to serious threats. While Snapchat is designed to delete messages by default, we retain data when we take action against illegal content to help support law enforcement investigations. We also proactively detect and remove content related to child sexual abuse, illicit drugs, and other serious violations.

In 2025, our Law Enforcement Operations team responded to most emergency requests from law enforcement within 30 minutes, and consistently responded to legal requests within the due dates specified by law enforcement, in alignment with our commitment to supporting investigations that law enforcement believes are urgent.

Five Years of Law Enforcement Outreach

Beyond direct case support, we strengthened our collaboration with law enforcement by building on our existing outreach program to reach even more law enforcement officials in 2025. In 2025, we held our Fifth Annual US Law Enforcement Summit and launched our first international Summit, bringing together approximately 6,000 law enforcement professionals globally. Over the past five years, more than 15,000 local, state, and federal officials have attended our summits to learn about Snap's support for law enforcement investigations, tools, processes, and safety initiatives.

The 2025 summits highlighted our continued investments in teen safety, including enhancements to Family Center and the launch of The Keys, and featured an in-depth case study on the importance of digital evidence in criminal investigations.



Our 2025 US Law Enforcement Summit by the Numbers

95%

Perception that Snap is committed to working with law enforcement

93%

Agreement that Snap cares about the safety of teens who use Snapchat

Our First Global Law Enforcement Summit by the Numbers

2,700+

Law enforcement professionals tuned into the summit from UK, Europe, Canada, and Australia

86%

Of respondents said that the summit will help advance investigations



Prioritizing Actionability of NCMEC CyberTips

Child sexual exploitation and abuse (CSEA) is among the most serious harms that can occur on the internet. Snap is committed to fighting back through both proactive detection and rapid response. When we become aware of CSEA on our platform, we report it to the National Center for Missing and Exploited Children (NCMEC), as required by law. These reports, known as CyberTips, are reviewed by NCMEC, which then shares them with law enforcement to help safeguard victims and bring perpetrators to justice.

In 2024, we initiated a recalibration with NCMEC to refine our reporting policies and protocols to increase the actionability and value of our CyberTips so that law enforcement could more effectively investigate and prosecute crimes involving CSEA. Throughout 2025, we continued this work by implementing policy refinements to help ensure our CyberTips contain richer data and clearer labeling so that law enforcement can more quickly and accurately identify alleged crimes and individuals involved. We also held a second recalibration checkpoint with NCMEC to confirm progress, update operating guidelines, and preview further enhancements to our reporting protocols.

Since implementing these changes, we've seen a meaningful reduction in our overall CyberTip volume while maintaining compliance with our legal reporting obligations. Importantly, the CyberTips we do submit now include higher-quality information and are even more actionable for law enforcement. Over time, we expect that law enforcement should see fewer CyberTips from Snap compared to previous years, but a substantially higher proportion of those reports will be ones they can reliably act upon, ultimately supporting faster investigations and convictions in cases involving CSEA.

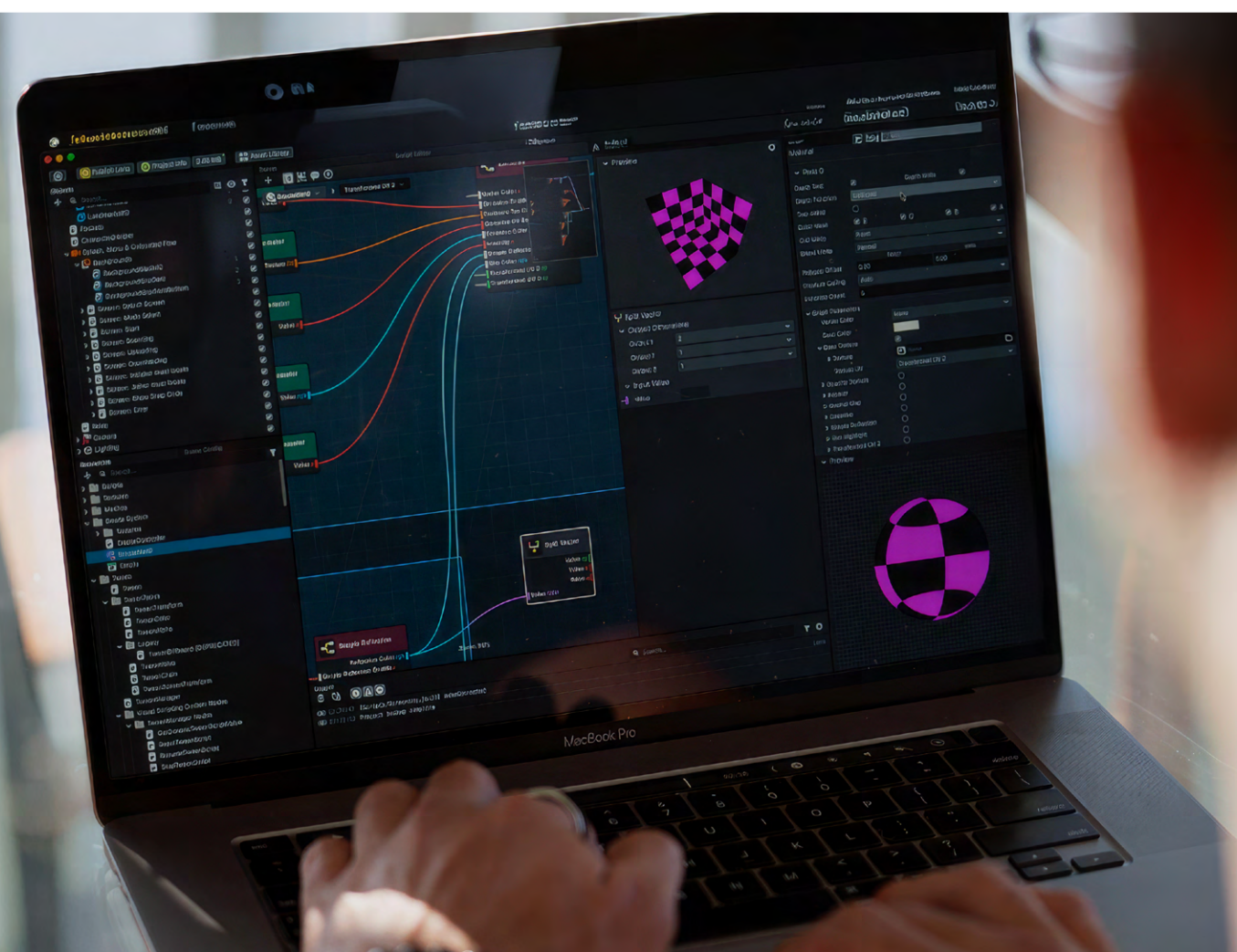
Transparency Reporting

As part of our commitment to continuous improvement, we expanded our 2025 Global Transparency Reports to provide deeper insight into the nature and prevalence of harms on our platform. These semi-annual reports provide detailed information on our enforcement actions, responses to legal requests, and the prevalence of policy violations on our platform. In 2025, we introduced additional metrics to help researchers, policymakers, and the public to better understand the specific categories of violations and their frequency. Snap took action against approximately 20 million pieces of violating content and responded to over 110,000 law enforcement requests. Throughout the period, we maintained a "Violative View Rate" of 0.01%, reflecting the proportion of Snap and Story views that contain content found to violate our Community Guidelines. We continued to significantly reduce our median times to respond to the most serious reports. In 2025, we maintained a Violative View Rate of 0.0003% for "severe harms," meaning that out of every one million Snap and Story views on Snapchat, we only identified three that contained content classified as a severe harm.

Security by Design

Security is embedded in how we build. Snap invests in hardened infrastructure, platforms, and developer tools, including static and dynamic code analysis, third-party vulnerability scanning, and automated security controls, to ensure our products and services are resilient against emerging threats. These technical safeguards are complemented by a security-first culture across our engineering teams.

We equip our workforce with the training and resources needed to adopt a security mindset from day one. Our security team provides assurance reviews and guidance to developers, engineers, vendors, and others, helping ensure that every product meets our rigorous standards for security, privacy, and safety. Our detection and response capabilities provide continuous visibility into both external and internal threats. We combine this real-time monitoring with proactive security testing and threat intelligence to anticipate vulnerabilities before they can be exploited.



Inclusion by Design



We prioritize building equitable experiences for the entire Snap community. Our core guides this approach Inclusion by Design principles to build with empathy and take smart risks. It shapes how we think about our product features and engagement with the communities we serve.

In 2025, we demonstrated this commitment through significant global events, campaigns, and experiences that continue to bring our global community together. Our approach is anchored in the belief that we are a global team building for a global audience, and our products and augmented reality (AR) experiences should reflect a wide range of cultural moments and regional voices.

- We amplified localized activations for key cultural moments, including the Ramadan Mall activation and Saudi National Day content. Each of these experiences reflected our intention to authentically celebrate how Snapchatters in the region connect and express themselves.
- A new focus in 2025 was building representation across African countries. We traveled to Nigeria and Ghana to explore and expand collaboration with local creators and AR developers.
- In anticipation of the 2026 World Cup, we kicked off a comprehensive World Cup activation that prioritized inclusive representation of participating countries to provide the Snap community in those regions with culturally relevant experiences.

Community and Giving



“At Snap, we believe in the power of authentic relationships. That human connection remains at the heart of Snap Philanthropy. Our impact last year directly reflects the kindness and creativity of our global team and the inspiring work of our nonprofit partners. By pairing mission-aligned giving with hands-on volunteerism, we remain deeply engaged partners, helping to support and strengthen the communities, students, and organizations we’re honored to serve around the world.”

CIERRA WALKER
SENIOR DIRECTOR, OFFICE OF THE CEO, SNAP



Snap Philanthropy’s mission is to empower students from under-resourced communities by supporting access and exposure to career pathways in tech. We complement this by fostering community well-being through intentional, hands-on volunteerism across Snap’s global office locations. Through our work, we take a bespoke approach to philanthropic program design and community engagement – prioritizing relationships, authenticity, and intentionality to curate initiatives that leave a lasting impact.

In 2025, Snap Philanthropy hosted more than 1,000 volunteer events globally, reaching over 18,000 students and community members across our three impact areas:

- Access to Education – In a rapidly shifting tech landscape, access to relevant, future-ready curriculum has never been more critical. Through this impact area, Snap Philanthropy is invested in programs that equip students with technical and durable skills that build confidence, adaptability, and professional literacy as they navigate toward the careers of tomorrow.

- Mentorship and Career Pathways – For many students, access to mentorship and real-world insights serves as the bridge between education and opportunity. Through this impact area, Snap Philanthropy facilitates authentic spaces for students to connect directly with Snap team members who offer guidance, perspective, and encouragement grounded in valuable lived experiences.
- Community Well-Being – At the heart of Snap Philanthropy’s programming is a deep commitment to the cities where we live and work. Through this impact area, we remain dedicated to strengthening relationships with our neighbors and community-based organizations across a diverse spectrum of causes.

We remain inspired by our global network of nonprofit partners, whose partnership and expertise ensure our work is grounded in serving the unique needs of the communities we help empower. Looking ahead, we will continue to anchor our focus in thoughtful volunteer experiences supported by the dedication of our kind, smart, and creative team members.

Our 2025 Impact

In 2025, we dedicated more than 9,800 hours to philanthropic projects in over 42 cities across 20 countries, reaching dozens of hyper-local community organizations, schools, and education-based partners.



Access to Education

Our work across this impact area focuses on equipping students with future-ready skills that build confidence and preparedness for the careers and opportunities of tomorrow. Through these engaging, hands-on learning experiences, we help bridge education with opportunity. By contributing their expertise to inform our evolving curriculum, and coaching students as they learn and grow in a real-world professional setting, Snap team members remain central to this work. In 2025, we dedicated over 2,200 hours to education-based programs in service of students and educators.



Mentorship & Career Pathways

Encompassing career exploration days, hackathon support, resume/CV workshops, and speed networking, these mentorship-based volunteer programs are designed to showcase that there is more than one pathway to a successful career in tech, and that people with all backgrounds and experiences are essential to the positive evolution of the industry. In 2025, we dedicated over 1,500 hours to mentorship and career exposure programs in service of students in the cities where Snap has an office footprint.



Community Well-Being

In 2025, Snap team members dedicated more than 5,800 volunteer hours to 150+ community well-being projects across the globe, ranging from community gardening and packing meals for food insecure students to building doll houses and distributing warm coats.

People

IN THIS SECTION

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Our people strategy and business strategy are deeply intertwined. We believe that innovation comes from teams where every person feels genuinely valued, empowered to show up authentically, and encouraged to contribute fully to our mission. This belief shapes everything we do: how we hire, how we develop talent, how we foster belonging across our global organization, and, ultimately, how we develop products and experiences for the Snap community. We measure success not just by our business outcomes, but by the strength of connection within our teams and the trust we've built with the people we serve.

OUR MATERIAL TOPICS

Gender Equality and Equal Pay / Training and Skills Development / Workplace Harassment and Violence / Belonging / Privacy

KEY METRICS & HIGHLIGHTS

49%

Of Snap's workforce belongs to at least one ERG (12% growth)

2,400+

Councils held in 2025, with 1,800+ in-person

92%

Of managers participated in Council

400+

ERG activations reaching 2,000 employees

Belonging at Snap

We've learned that the most innovative products emerge from teams where people feel they truly belong. Our job is to build a culture within Snap where every team member can show up authentically, connect meaningfully with colleagues, and know they're valued for who they are, not just what they do. Our commitment to building a platform where people feel they belong starts within our own walls. In 2025, we advanced this work through our employee resource group programming and coaching and leadership development programs, and by carving out spaces and moments to foster authentic connection and empathy.



Belonging in Action

In 2025, we invested in our ability to connect communities around the world and create spaces where people feel seen both inside our organization and on our platform.

Our Belonging Framework is based on three pillars that guide how we work at Snap:

- Inspire Empathy through storytelling and connection
- Design Inclusively by building with a global lens
- Cultivate Belonging by creating space for everyone to thrive

In 2025, we launched [Belonging at Snap](#) with refreshed content centered on how belonging drives innovation across teams, products, and internal and external collaborations. The site explores the many dimensions that contribute to a genuine sense of belonging, with curated stories from developers, creators, and Snap teams. Snap continues to be a strong voice in the broader conversation about authentic connection in digital spaces. Learn more about [our approach to belonging](#).

Community Celebrations and Creator Moments

Throughout 2025, Snap hosted community events anchored in celebration of heritage moments: Black History Month, AAPI Heritage Month, Pride, Latin/Hispanic Heritage Month, Women's History Month, and Ramadan. Each event highlighted unique cultural elements, featured panels with internal and external leaders, and created moments of connection and professional development for Snap teams, our clients, and the creators on our platform. The events laid the groundwork for future summits that will strengthen the connection between company culture and innovation, while highlighting how our platform empowers authentic self-expression across cultures and identities for both Snap's internal team members and our global community of Snapchatters.



ERGs: Building Belonging at Scale

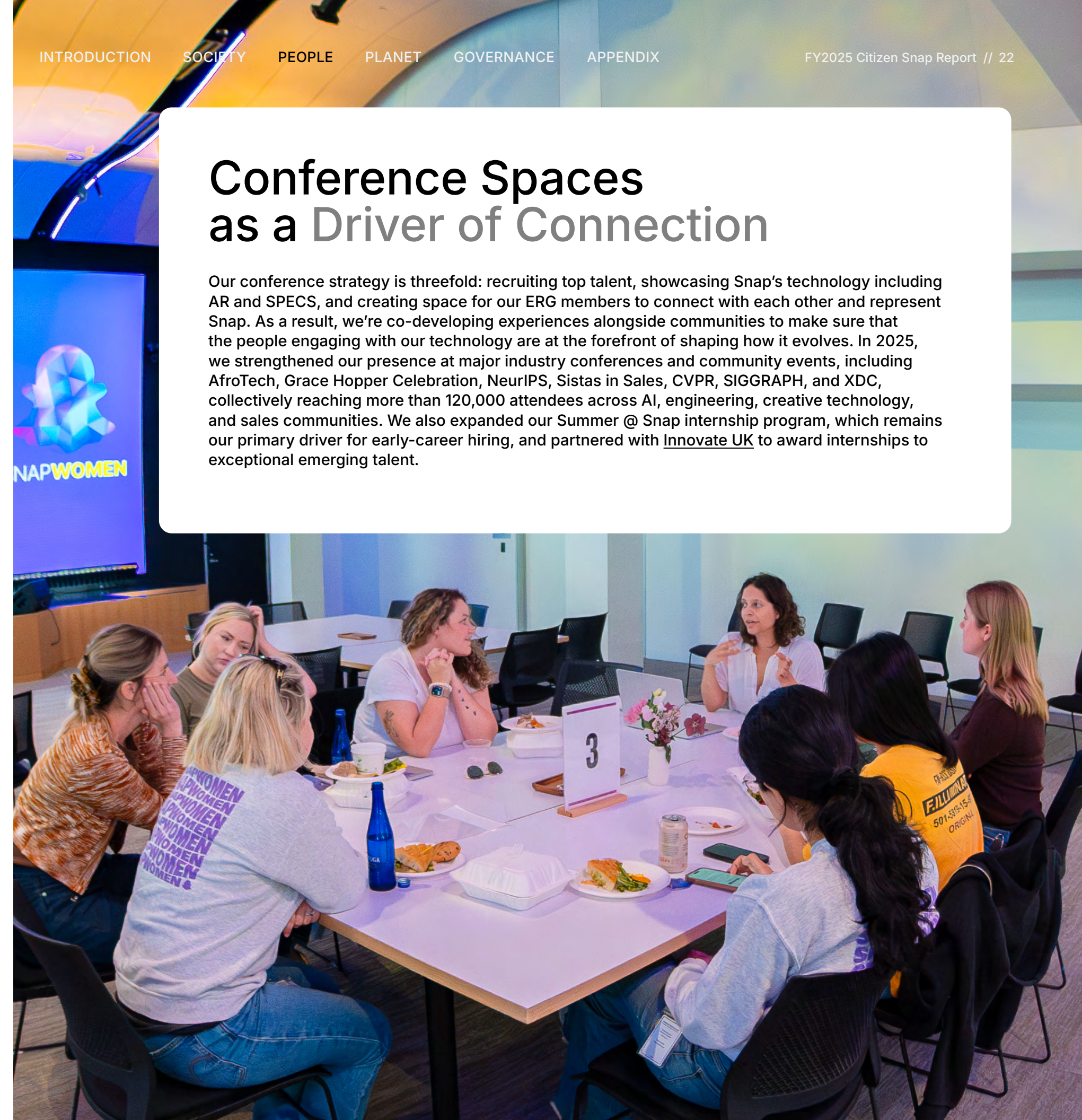
Snap's 10 global ERGs have become essential to how we build belonging at the company. In 2025, ERG membership reached an important milestone: nearly half our workforce, just over 49%, now belongs to at least one ERG, a 12% jump from 2024. In January 2025, we gathered 50+ ERG leaders for a global summit that deepened the connection between ERGs, Council, and Learning and Development, setting ERG leaders up for success to develop impactful programs for Snap team members. Our ERG leaders hosted over 400 events and initiatives throughout the year, reaching 2,000 employees globally. Programming ranged from cultural celebrations to skill-building workshops to participation in ERG Coaching Circles, creating opportunities for team members to learn, develop, and celebrate in community.

We also reshaped how new hires experience Snap culture. ERG Fairs were introduced into the New Hire Summits and integrated ERG leaders directly into onboarding, helping incoming team members find their communities early on. The response was overwhelming, with employees clearly seeking connection and clear pathways to get involved. Our evolved leadership model has proven successful, with regional and global ERG roles now in place, supported by more senior leaders stepping into executive sponsor roles.



Conference Spaces as a Driver of Connection

Our conference strategy is threefold: recruiting top talent, showcasing Snap's technology including AR and SPECS, and creating space for our ERG members to connect with each other and represent Snap. As a result, we're co-developing experiences alongside communities to make sure that the people engaging with our technology are at the forefront of shaping how it evolves. In 2025, we strengthened our presence at major industry conferences and community events, including AfroTech, Grace Hopper Celebration, NeurIPS, Sistas in Sales, CVPR, SIGGRAPH, and XDC, collectively reaching more than 120,000 attendees across AI, engineering, creative technology, and sales communities. We also expanded our Summer @ Snap internship program, which remains our primary driver for early-career hiring, and partnered with [Innovate UK](#) to award internships to exceptional emerging talent.



Supporting Our Team

Supporting our team means investing in the whole person, including their growth, connections, health, and safety. In 2025, we supported this commitment through programs that foster belonging, accelerate career development, and create opportunities for connection globally.



Connection Through Council

Council is a unique and foundational part of Snap's culture. In this facilitated space, team members share their stories, listen deeply to one another, and create a rhythm of genuine conversation. One person speaks at a time, without interruption.

In 2025, we held 2,400+ Councils across Snap, with 92% manager participation and 1,890+ meetings conducted in person, demonstrating a deliberate commitment to face-to-face connection at scale across our global workforce. In collaboration with our Inclusion, Diversity, Equity, and Awareness (IDEA) team, we conducted 136 specialized Councils for our ERGs, deepening cultural empathy and community-building across all regions.

Additionally, in collaboration with our Learning and Development team, Council has become integral to how we onboard talent and develop leaders. We facilitated 272 New Hire Councils globally, including across our expanding office hubs in Palo Alto, Bellevue, New York, London, and Dubai, introducing new team members to Snap's core values and helping build relationships that support connectivity across the organization. We also supported five Aperture Leadership cohorts and two Leadership Lens cohorts, both part of our leadership development programs, with full-day Council programming. We also supported a new Leader Summit in 2025 for all new employees at the Director level and above, in partnership with the Learning and Development and IDEA team.

An independent academic study from the University of Michigan's Center for Positive Organizations, based on interviews with 72 senior leaders, reinforced what we've experienced: Council supports business outcomes by fostering psychological safety, strengthening team cohesion, and enabling faster decision-making.



What Is Council?

Council has been a part of Snap's DNA since the very beginning. It is a listening practice that invites participants to share their stories with each other as a way to connect and create community.

A facilitator offers the group a prompt, and everyone shares a story, one at a time, without interruption. This practice enables our teams to collaborate with greater creativity, speed, and compassion. A Snap employee describes their experience below. [Learn more.](#)

"There is someone who's experienced who guides the conversation, showing vulnerability and empathy. It's that moment of calm where you can really practice listening more."

VALENTINA CULATTI
SALES TEAM

Growing Talent, Together

Snap's talent development programs help people grow into the next version of themselves, whether they're navigating their first months at Snap or stepping into leadership roles. In addition to onboarding many new hires globally, we expanded Snap's New Hire Summit, hosting five summits throughout 2025. In addition to welcoming 90 attendees at our Santa Monica headquarters, the team piloted its first-ever regional New Hire Summits for team members in Europe, Middle East, and Africa (EMEA), which included 79 attendees from 13 different offices. We also launched a New Leader Summit to support the onboarding experience of new leaders at the Director level and above, in partnership with Council and IDEA teams.

As team members grow in their roles, our initiatives, such as Go Grow, provide ongoing development opportunities, reaching 300 team members in the second half of 2025 through workshops focused on high performance, feedback, and a growth mindset. For managers and emerging leaders, we expanded leadership development through our Aperture

Leadership Program, equipping 164 people managers with tools for inclusive and effective leadership, and a cohort of 32 emerging leaders in Leadership Lens, completing our latest program in 2025.

Listening and Learning

Building a culture of belonging means creating space for honest feedback and ensuring people feel heard. Our biannual All Ears survey invites team members to contribute to our direction, with 2025 results showing sustained improvements in how valued team members feel and clarity around career development. We maintain longstanding forums like Ask Evan and Snap in Focus, where team members engage directly with leadership on business strategy and priorities, and have continued our biannual State of the State updates to provide broader visibility into company progress so that every team member has a clear line of sight to how their work contributes to our mission.

Prioritizing Well-Being

Snap remains committed to supporting the full spectrum of team member well-being, from mental and physical health to financial and family support. In 2025, we expanded our benefits offerings and engagement around wellness:

- **Mental and Physical Health:** Our mental health benefit covers up to 15 therapy and coaching sessions at no cost for team members and immediate family. We launched Wellness Week with vendor activation events including skin cancer screenings and physical therapy demos, resulting in 45 new registrations for virtual physical therapy programs.
- **Financial Wellness:** We hosted Financial Fitness Month, a global campaign with four webinars and two regional panels reaching over 1,000 team members. The program focused on equity, pay transparency, and investing.

- **Family Support:** We maintain global backup childcare and elder care through UrbanSitter and offer up to 16 weeks of paid parental leave with flexible return-to-work options.
- **Enhanced Benefits:** We added new voluntary benefit plans for 2026, including accident, critical illness, and hospital indemnity insurance, and continued offering the Healthee platform for transparent healthcare navigation.



Championing Workplace Safety

In 2025, we strengthened our Environmental, Health, and Safety (EHS) strategy across our global operations, with particular focus on sites where higher-hazard activities take place. To support this work, the EHS team continued to expand by adding dedicated resources to enhance program oversight, strengthen risk controls, and deepen a consistent safety culture across all locations. Our key initiatives in 2025 included:

- Enhanced oversight in laboratory facilities by developing robust programs for hazardous materials management, waste handling, and machine safety.
- Established Safety Committees and Health and Safety Representatives to strengthen workforce involvement, gather actionable safety feedback, and ensure employees have a voice in key safety decisions.
- Expanded our Emergency Response Team network, recruiting and training additional First Aiders and Fire Wardens to increase employee engagement and reinforce emergency readiness across all locations.
- Conducted routine inspections of equipment and machinery, performed comprehensive risk assessments, improved hazardous chemical management, and invested in enabling technologies and targeted training programs to support consistent safety execution across sites.

- Allocated dedicated resources to enhance ergonomic conditions through assessments, workplace adjustments, and continuous ergonomic improvements.
- Integrated EHS requirements into new site openings from the earliest planning stages by partnering with site and operations leaders to assess risks, confirm controls, and implement procedures aligned with global standards and local requirements.

These initiatives helped Snap maintain a Total Recordable Incident Rate below industry average in 2025, reflecting our commitment to creating safe working environments where all employees can thrive. In 2026, we plan to launch Risk Assessment and Inspection modules through a new EHS platform to streamline incident management and enable more efficient risk assessments. We will also continue aligning our EHS organizational structure by adding new roles to ensure appropriate resourcing, strengthen program execution, support compliance with local regulations, and continue developing the global company standards alongside site- and country-specific procedures. This integrated approach will improve consistency and elevate safety performance worldwide.



Planet

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Our Products / p.31

Snap for Green / p.32



In 2025, Snap took meaningful steps to move beyond neutralizing emissions from our operations and toward actively reducing emissions across our operations, supply chain, and partner network. We maintained carbon neutrality across our operations, launched a new decarbonization strategy focused on emissions reductions over offsets, and expanded supplier engagement to strengthen transparency across our value chain. Together, these efforts help ensure that growth and environmental responsibility advance together.

OUR MATERIAL TOPICS

Climate Change Adaptation / Climate Change Mitigation / Energy

KEY METRICS & HIGHLIGHTS

100%

Sourced 100% renewable electricity globally and maintained carbon neutrality through verified offsets and RECs/EACs.

30%

Supplier emissions data collected from approximately 30% of hardware suppliers, providing new visibility into Scope 3 reduction opportunities.

74-98%

CO₂ reductions achieved across Snap for Green campaigns, compared to standard video benchmarks.

Grade A

Snap received a Supplier Engagement Assessment (SEA) of A through the CDP.

Climate Strategy

Our climate commitment is grounded in science and action. In 2025, our reported emissions reflected the demands of scaling a global platform. Investments in infrastructure to support our growing services increased energy demand, and the data center ecosystem, which remains an industry-wide challenge, continued to be our largest driver of consumption.

We maintained carbon neutrality across our operations in 2025 through verified offsets, Energy Attribute Certificates (EACs), and Renewable Energy Certificates (RECs), while also covering a portion of Scope 3 emissions. This approach reflects our interim strategy as we work toward a longer-term goal of decoupling growth from emissions. We know offsets are not a substitute for emissions reductions. That is why, in late 2025, we launched a new decarbonization strategy that shifts our approach from compensation alone to practical emissions reductions, focusing on hotspots and working with suppliers and partners to explore technology changes, material innovations, and operational redesigns that reduce emissions at the source.



“Climate progress does not happen in isolation. It requires us to bring our suppliers, partners, and teams along, understand where emissions come from, and work together to reduce them. That is the commitment we made in 2025, and it will define our path forward.”

NANA WILBERFORCE
HEAD OF SUSTAINABILITY, SNAP

Climate Commitments: Our Science-Based Roadmap

Snap remains aligned with the goals of the Paris Agreement. Our validated science-based targets through 2025 included:

- Reducing absolute Scope 1 and Scope 2 emissions by 25% by 2025 from our 2019 baseline
- Reducing Scope 3 emissions from purchased goods and services, business travel, and use of sold products by 35% per unit of value added³ by 2025
- Maintaining 100% renewable electricity for global operations
- Maintaining carbon neutrality for Scope 1 and Scope 2 through high-quality renewable energy credits and offsets

Our new decarbonization strategy, launched in late 2025, shifts our approach from offsetting alone to a broader focus on identifying concrete alternatives at emissions hotspots. We’re now working with suppliers and partners to explore technology changes, material innovations, and operational redesigns that reduce emissions at the source. This includes examining how we can influence behavior and decision-making across our value chain by helping our partners understand emissions impacts and reduction opportunities.

While our reported emissions increased in 2025, we continued to source renewable electricity globally and maintained carbon neutrality through verified offsets. We also launched a comprehensive supplier engagement effort, reaching out to our hardware suppliers to collect emissions data and identify reduction opportunities. As of June 2026, we have received data from approximately 30% of suppliers, giving us better visibility into where meaningful emissions reductions may be possible. Learn more about our supplier engagement efforts by visiting the Our Supply Chain section on [page 34](#).

We’re currently working with external advisors to develop new long-term climate goals grounded in the latest science and informed by the emissions data we’re now collecting across our supply chain. These goals will reflect both the scale of our ambition and the complexity of building a global digital platform, balancing ambitious targets with a realistic understanding of the systemic challenges we face alongside the industry.

³ “Value added” is defined as the economic value generated by our operations measured in terms of revenue. Specifically, our target is to reduce Scope 3 greenhouse gas (GHG) emissions by 35% per million USD of revenue by 2025. This approach ensures that our emissions reduction efforts are aligned with the scale of our business activities and growth.

Our Operational Impact

Snap remained carbon neutral across our operations by purchasing verified offsets and RECs/EACs.



In 2025, we matched our electricity consumption with RECs/EACs to address Scope 2 emissions and used certified carbon offsets to neutralize our Scope 1 emissions and a portion of Scope 3 emissions.

In 2025, our Scope 1 and 2 market-based emissions decreased by 40.8% from our 2019 base year, reflecting the impact of our continued investment in renewable energy procurement and our progress toward reducing emissions from purchased electricity. This decrease was driven primarily by increased renewable energy procurement, which reduced our market-based Scope 2 emissions to zero. Our direct Scope 1 emissions increased by 14% over the same period, primarily reflecting the continued growth and expansion of our business.



Consistent with the growth in our overall business, absolute Scope 3 emissions rose by 123% from our 2019 base year through 2024. Over the same period, Scope 3 emissions intensity decreased from 72.7 to 51.8 MT CO₂e per million USD of revenue, a 29% improvement, demonstrating meaningful progress in reducing the emissions intensity of our business. In 2025, our cloud infrastructure providers remained our largest source of Scope 3 emissions, and absolute emissions increased primarily due to methodological refinements in how cloud service providers allocate emissions to us, rather than a proportional increase in our underlying use of cloud services. Scope 3 emissions intensity per million USD revenue has increased only 5.5% from 2019 to 2025, suggesting the underlying relationship between business growth and emissions has remained relatively stable despite the significant increase in absolute emissions.

As we implement our new climate strategy, we will continue engaging with key suppliers, including our cloud infrastructure providers, to better understand the drivers of our Scope 3 footprint and support their transition to carbon-free energy. These efforts are central to advancing decarbonization across our value chain and managing emissions as our business continues to grow.

Climate Risk and Resilience

Our Climate Action Plan

Our Climate Action Plan, launched in 2021, is built around three interlocking pillars.

- **Measurement:** We continue to invest in our GHG data collection processes, working closely with suppliers and refining our methodologies to align with evolving standards and expectations.
- **Mitigation:** We aim to reduce emissions where we can and address remaining emissions through high-quality credits and other measures as appropriate. This year, we expanded our focus on supplier-driven emissions reductions and maintained our commitment to operational carbon neutrality.
- **Engagement:** We're working to deepen partnerships across the value chain, from supplier collaboration to partner education. To support shared decarbonization goals, our efforts now extend to helping partners understand Scope 3 impacts and climate risks related to digital advertising.

In 2025, we completed a climate risk assessment informed by the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, evaluating both physical and transition risks across our operations over short-, medium-, and long-term time horizons. We modeled acute physical risks, including heatwaves, water stress, wildfires, sea level rise, and cyclones, across 25 strategic cities using climate scenarios developed by the Intergovernmental Panel on Climate Change.

The assessment identified water stress and heatwaves as the primary long-term physical risks to our operations. While these risks are unlikely to substantially disrupt our business in the near term, we recognize that they could intensify over time. Our resilience is supported by leased facilities with insurance coverage, the ability to transition employees to remote work during disruptions, and cloud provider agreements with contractual service protections. Our Workplace and Environmental Health and Safety teams monitor site-level exposures and integrate climate considerations into site selection and resilience planning. With respect to transition risks, modeled financial impacts from carbon pricing were not considered substantive under current scenarios. We continue to monitor evolving policy and disclosure requirements closely.

Grade A

Snap received a [Supplier Engagement Assessment \(SEA\)](#) A grade through the [Carbon Disclosure Project \(CDP\)](#). The SEA assesses companies' performance on governance, targets, Scope 3 emissions, and value chain engagement.

Financial Strategies for Climate Initiatives

In 2025, we continued aligning financial resources with our climate priorities, with a focus on supporting operational carbon neutrality, renewable electricity, and longer-term decarbonization across our value chain. Building on actions taken in previous years, we continue to evaluate and support climate-related investments that complement our internal reduction efforts and help advance verified emissions reduction projects and renewable energy solutions.

- **Investment in Carbon Removal Technologies:** In 2025, we allocated approximately \$161,000 to verified, high-quality nature-based and technological carbon removal solutions. These investments included certified reforestation projects and early-stage support for direct air capture technologies with the potential to scale permanent carbon removals over time.
- **Funding for Renewable Energy Projects:** We continued to invest in renewable energy through capital expenditures that advance our transition to cleaner operations. This included the procurement of verified RECs and other EACs, alongside engagements that develop infrastructure in support of our 100% renewable-electricity commitment, for a total investment of approximately \$88,000.

Our Workplaces

In 2025, Snap continued to optimize its global office portfolio around strategic core locations through a multi-year focus on consolidation, efficiency, and intentional space design.

In 2025, Snap continued to optimize its global office portfolio around strategic core locations through a multi-year focus on consolidation, efficiency, and intentional space design.

- **Portfolio Consolidation and Space Optimization:** Snap's real estate strategy in 2025 remained centered on concentrating resources in high-impact locations. We allowed for non-strategic leases to expire, reducing smaller sites where possible, and focusing investment on core locations that better reflect how our teams work today. This ongoing consolidation supports more sustainable, efficient operations across our global footprint. As of December 31, 2025, Snap maintained approximately 1.8 million square feet of leased office space, actively managed with a focus on space utility and energy performance.
- **Heating, Ventilation, and Air Conditioning (HVAC) Optimization:** In 2025, we continued Project Fire and Ice, an HVAC optimization initiative focused on larger sites where infrastructure performance had room for improvement. The program established dashboards and monitoring frameworks to support more informed capital decisions and operational feedback loops, building the foundation for data-driven energy management at scale. As baseline data matures, we expect to quantify energy savings outcomes. This effort builds on prior investments in smart HVAC controls and digital monitoring tools, reinforcing our commitment to continuous improvement in building performance across our leased portfolio.

- **Building Management System (BMS) Pilot:** We are actively working to integrate our unified BMS pilot into our broader IT infrastructure, with planned expansions to additional sites in 2026. This platform is designed to standardize controls, automate energy logic, and enable intelligent building management regardless of ownership structure.
- **Transit-Oriented Workplaces and Commuter Programs:** We continued to prioritize office locations with strong public transportation access and in 2025 expanded our Commuter Assistance Program to offer greater flexibility across global office locations, making it easier for employees to choose transit, cycling, and other low-carbon commute options.
- **Community-Centered Design:** In 2025, we became more intentional about how our spaces engage both employees and the broader community. We increased internal programming to support team events and client hosting and designed select spaces to be externally accessible where appropriate.
- **Food Waste Reduction:** In 2025, we piloted tools to assist our culinary teams in curating offerings that match employee preferences and reduce surplus from the start. In select offices, we focused on purchasing and inventory management to reduce over-ordering.

Featured Carbon Project

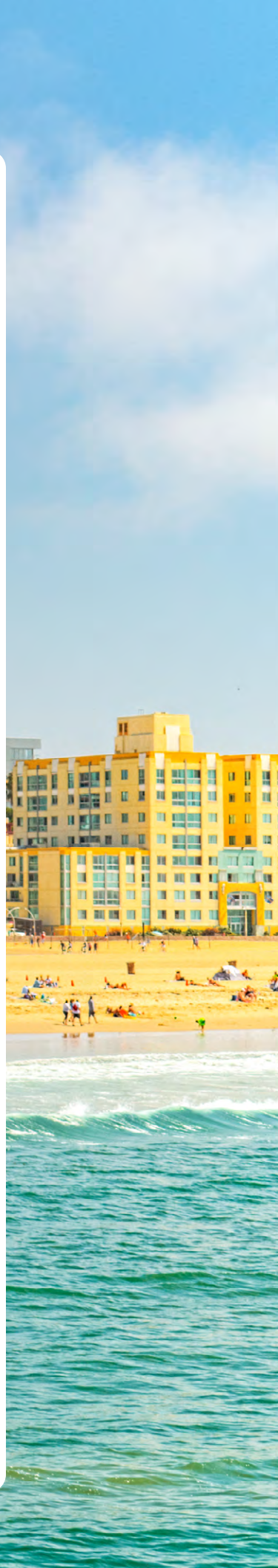
EJIDO LA VICTORIA Y ANEXOS FOREST CARBON PROJECT

Located in the Sierra Madre Occidental in Durango, Mexico, the Ejido La Victoria y Anexos Forest Carbon Project protects 10,742 hectares of communal forest through certified Improved Forest Management, guided by 53 local ejidatarios who collectively govern the land and its benefits. The project maintains forest health through sustainable harvesting, native species restoration, wildfire prevention, and rigorous MRV supported by biomass modelling and independent verification. Beyond carbon — with roughly 246,454 credits forecast from 2025 to 2030 — the project safeguards habitat for 19 native tree species and protected wildlife while generating 16 local forestry jobs, linking climate outcomes directly to community livelihoods.

Our Santa Monica Office

Our Santa Monica campus underwent a significant multi-year transformation, completed in large part during 2025, centered on sustainability, walkability, and community connection, in line with our workplace strategy.

USING LOW-CARBON CONCRETE	for all campus improvements to reduce embodied carbon in construction in accordance with City of Santa Monica requirements
EXPANDED PLANTING AND LANDSCAPING	by replacing six aging trees with over 26 new trees and increasing campus green space to improve stormwater runoff, biodiversity, and shade across the campus
REDESIGNED IRRIGATION	systems to prioritize low water demand and deliver water directly to root zones, with plantings selected for performance in the Southern California climate
EXPANDED EV CHARGING	in collaboration with our landlord, increasing charging station availability across the full campus
UPGRADED HVAC AND BOILER SYSTEMS	to replace obsolete units with more efficient, lower-emission systems
PRIORITIZED PEDESTRIAN SAFETY	through reconfigured parking layouts, three new level crossings and a sidewalk along a main thoroughfare to reduce on-campus vehicle movement
INSTALLED DARK SKY-COMPLIANT LIGHTING	for the new park annex and dining area, minimizing light pollution and energy use
ENGAGED WITH LOCAL SUPPLIERS	for design, fabrication, and construction, supporting the local economy and reducing supply chain footprint
REDIRECTED SURPLUS FOOD SURPLUS FOOD	from our Santa Monica campus is redirected to <i>Safe Place for Youth (SPY)</i> twice weekly, supporting 40–50 unhoused young people



Reducing Food Waste In Our Workplaces

Reducing food waste is a growing priority across Snap's workplace operations, and 2025 marked the beginning of more structured, data-driven efforts to address it.

To support smarter menu planning and further reduce waste, we piloted a Snap developed data and AI-powered platform that predicts menu performance before launch, enabling our culinary teams to curate offerings that better match employee preferences and reduce surplus. Foundational work began in 2025, with pilot metrics now in place to build upon in future reporting cycles. In some offices, dedicated focus on purchasing and inventory management helped tackle over-ordering so that teams can meaningfully reduce waste without compromising the employee experience. Notably, waste reduction improved at these locations even as average headcount increased year-over-year. Behind these results is a shift in everyday habits: by engaging employees directly in our food waste efforts, we're building shared awareness of how individual choices contribute at scale. Waste reduction and inventory management across all locations will remain a priority through 2026, with more comprehensive tracking and occupancy-linked metrics in development.



Centralizing Our Events

In 2025, Snap hosted over 4,300 meetings and events onsite across our global offices, making our own spaces the primary engine for collaboration and client engagement through an "onsite first" approach. By prioritizing internal venues, we eliminated the environmental overhead associated with third-party event spaces, including no transportation of external audio-visual (AV) equipment, no venue start-up waste, and reduced last-mile travel for attendees who are already concentrated near our offices. Onsite catering operations allow for precise waste management and direct integration with Snap's sustainable sourcing and waste management programs. Key client event locations included New York, London, Paris, and Dubai.

We also integrated sustainability-focused event support into 14 office openings and expansions in 2025, including in Doha, Stockholm, Bangalore, Dubai, and Sydney. As Snap grows, we plan to build internal infrastructure that scales with us while continuing to offer lower-carbon alternatives to external venues.

Our Products

In 2025, we prioritized efforts to improve product performance optimization, reduce emissions, and support compliance with evolving global regulations by working closely with our internal teams and external partners to identify and act on key areas of opportunity.



Software: Cloud Efficiency and Emissions Reduction

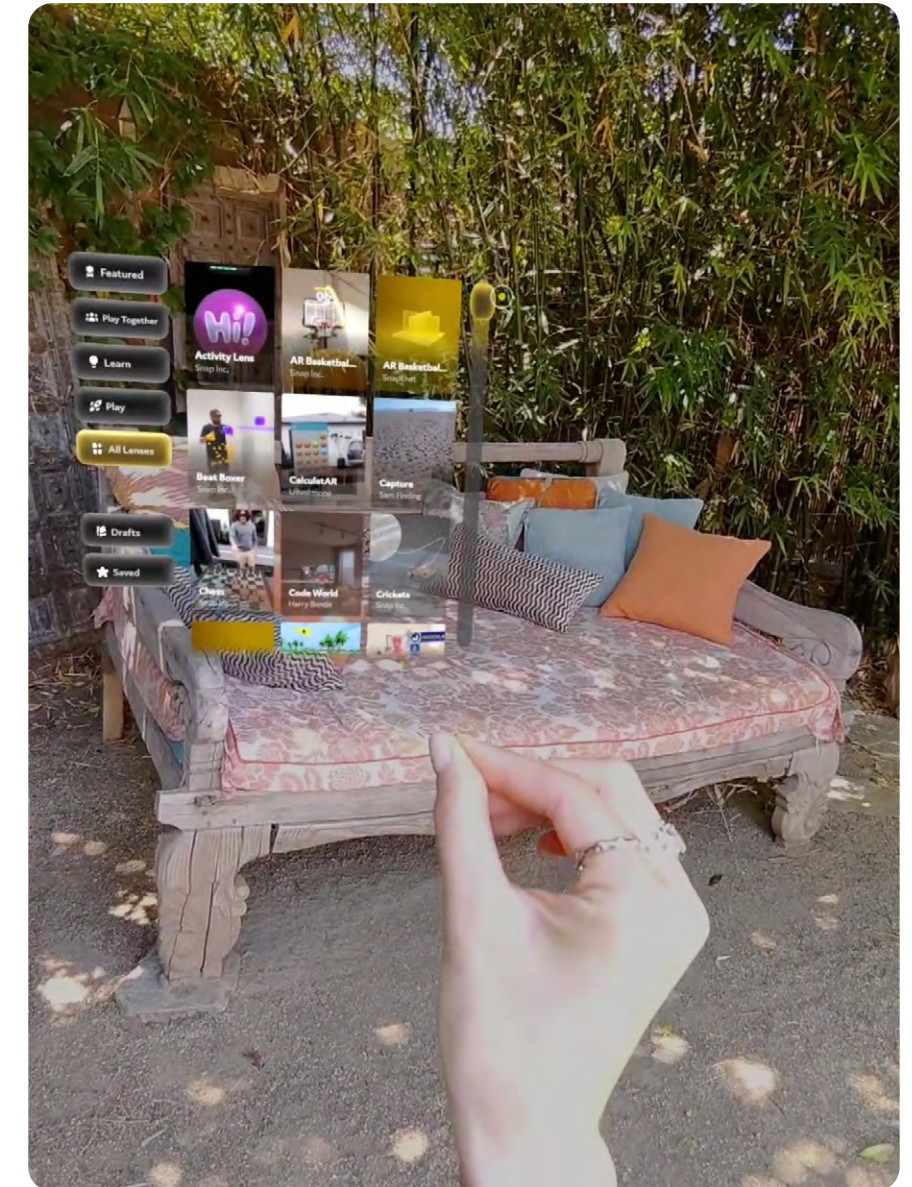
Our product and infrastructure teams focus on minimizing energy use associated with Snapchat's performance without compromising the experience for our community.

- **Carbon-Free Cloud Infrastructure:** We rely on third-party cloud providers as part of our core infrastructure. Because cloud infrastructure remains a significant driver of our emissions, we continue to evaluate provider disclosures, improve our understanding of cloud-related impacts, and identify opportunities to reduce emissions associated with these services.
- **Data Optimization and Efficiency Gains:** We are working to optimize our backend systems and improve application-level efficiency to reduce computational demands and overall energy consumption, making Snapchat lighter, faster, and less resource-intensive.

- **Delivery Optimization Initiatives:** We are analyzing delivery optimization across our infrastructure to better understand how data transfer, caching, and routing affect emissions. Additional work is underway to formalize these efforts into ongoing improvement strategies.
- **Server-to-Server Integrations for Ad Measurement:** In our advertising system, we implemented server-to-server measurement integrations to enhance efficiency, improve attribution fidelity, and reduce redundant data processing, contributing to both performance and environmental goals.

SPECS: Responsible Materials and Compliance

- We are committed to maintaining physical products that meet strict environmental and health standards. In 2025, we continued to reinforce this commitment across the supply chain.
- **Supplier Engagement:** We worked closely with hardware suppliers to identify and reduce hazardous substances, align with existing and emerging global regulations, and ensure compliance through certification and third-party validation. Our ongoing engagement with hardware suppliers also focused on materials transparency and component-level compliance, ensuring that the physical build of our products meets the same rigorous standards as our broader supply chain commitments. For more information about our engagement with hardware suppliers, visit Our Supply Chain section on [page 34](#).
- **Regulatory Compliance:** All Specs are developed in compliance with key environmental standards, including the European Union (EU) Restriction of Hazardous Substances (RoHS) Directive, the EU Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Regulation, and California Proposition 65.
- **Product Testing and Verification:** Specs undergo third-party testing to ensure safety and regulatory alignment. Suppliers are required to provide detailed declarations regarding the materials and chemicals used in each component, validated by an independent entity.



Snap for Green: Helping Brands Take Action

Our Snap for Green program gives advertisers tools to reduce their environmental impact and drive brand performance.

When brands invest in media packages that include AR and Commercials, we offer to support the clients with complimentary carbon impact studies. These insights help advertisers evaluate their campaign footprint, benchmark against social competitors, and make data-driven decisions about formats, targeting, and creative optimization.



Lowest Carbon Digital Advertising

In 2025, we expanded Snap for Green to five brand partners in France from a variety of industries including telecommunications, travel, luxury, finance, and entertainment, representing €900K in media investment analyzed for carbon impact. Across these campaigns, AR and other Snap formats delivered significant emissions reductions, with carbon dioxide (CO₂) reductions ranging from 74% to 98% compared to standard video benchmarks. Snap continues to outperform social and online video benchmarks across key efficiency metrics.

LEAST ENERGY-CONSUMING

All Snapchat ad formats are more carbon efficient than industry benchmarks.

69%

Snapchat campaigns produce, on average, 69% fewer emissions (Wh/1,000 impressions) than industry benchmarks.

66%

Six-second Snap Commercials produce approximately 66% fewer emissions (Wh/1,000 impressions) than the social benchmark.

Governance

Strong governance means being clear about our values, transparent about our operations, and accountable to all stakeholders. In 2025, we strengthened our governance infrastructure through how we manage our supply chain, build a culture where compliance is everyone's responsibility, and ensure the accuracy and integrity of the data that informs our business. Across these areas, governance at Snap is grounded in transparency, accountability, and a disciplined approach to oversight and risk management.

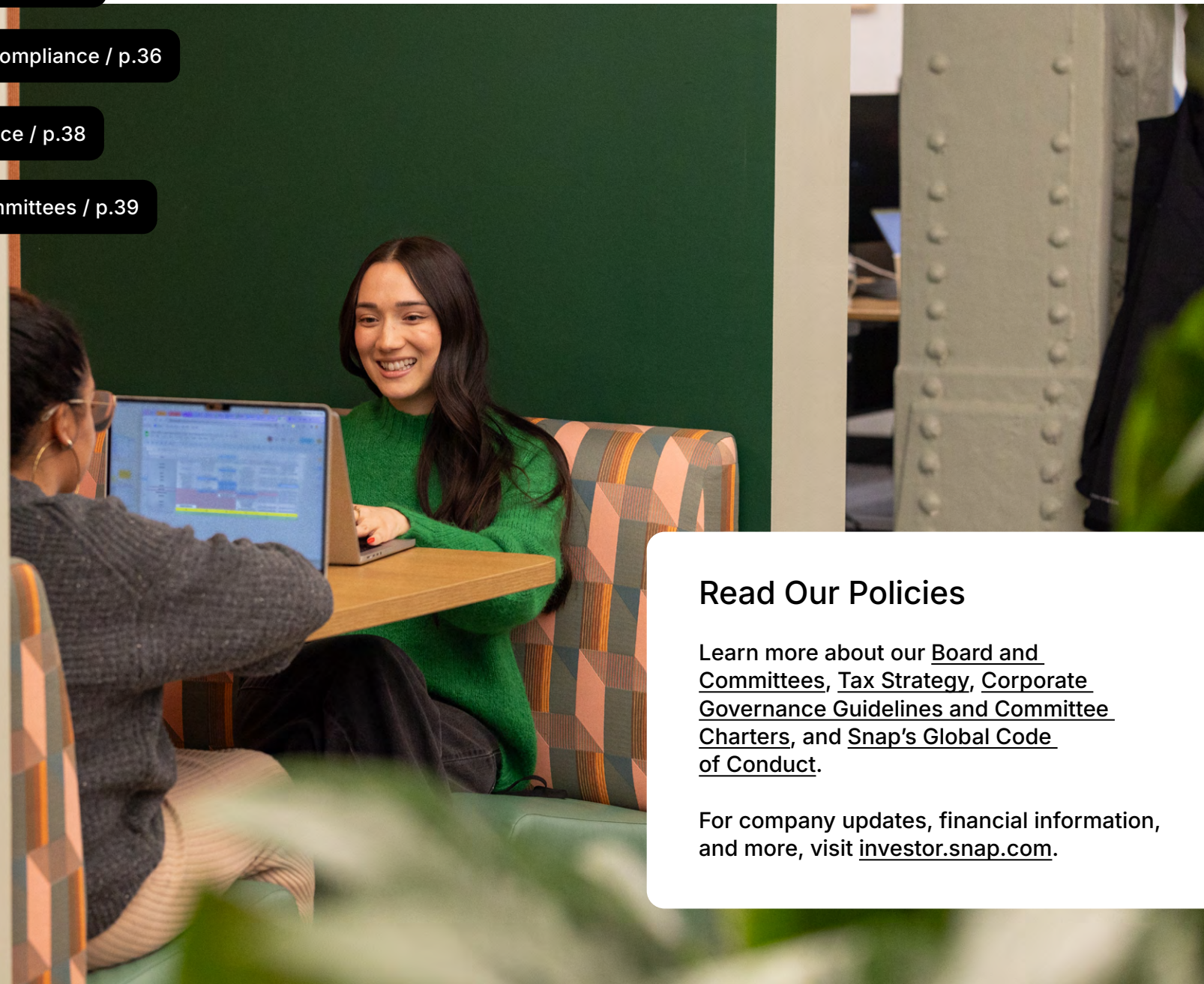
IN THIS SECTION

Our Supply Chain / p.34

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Data Governance / p.38

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Read Our Policies

Learn more about our [Board and Committees](#), [Tax Strategy](#), [Corporate Governance Guidelines and Committee Charters](#), and [Snap's Global Code of Conduct](#).

For company updates, financial information, and more, visit investor.snap.com.

OUR MATERIAL TOPICS

Corporate Culture / Corruption and Bribery

KEY METRICS & HIGHLIGHTS

99%

Supplier response rate to our Conflict Minerals Report

98%

Of employees completed Global Code of Conduct refresher training

98%

Of new hires completed their onboarding Global Code of Conduct training

Our Supply Chain

We share a responsibility with our suppliers and the communities that are touched by our supply chain. Building trust with our suppliers means being clear about expectations, staying informed about emerging risks, and working collaboratively across the entire ecosystem. We're committed to operating with transparency and accountability and ensuring that the products we build are made with respect for human rights, environmental stewardship, and ethical business practices.



“Supply chain responsibility evolves with regulatory expectations and emerging risks. In 2025, we expanded our risk assessment to capture more of what’s happening across our supply chain, shifting from reactive to proactive oversight and building stronger relationships with suppliers.”

DANIEL MUÑOZ
HEAD OF SUPPLY CHAIN, SNAP

Navigating Evolving Regulatory Expectations

In 2025, evolving global regulatory expectations, particularly related to environmental disclosures, extended producer responsibility (EPR), and human rights due diligence, continued to shape how we manage our supply chain. We proactively monitored developments in the EU and other key markets to ensure alignment with emerging requirements and to prepare for increased transparency and reporting expectations.

The CSDDD will require us to understand and trace component and material sourcing beyond Tier 1 suppliers. We are actively developing visibility and documentation protocols to support this requirement. All publicly reported compliance data undergoes rigorous internal review processes to ensure accuracy and completeness prior to external disclosure. Both our supply chain and compliance teams are designed to be agile and responsive, with continuous program enhancement as a key overarching theme to meet emerging regulatory requirements and support assurance activities.

As part of hardware scaling and risk diversification strategies, Snap evaluated and onboarded suppliers across multiple regions, looking for backup suppliers where geopolitical risks, such as tariffs and export restrictions on rare earth materials, impacted our supply chain. This proactive approach to diversification strengthens our resilience while maintaining our commitment to responsible sourcing.

Supplier Code of Conduct and Monitoring

Our Supplier Code of Conduct sets clear expectations across our supply chain, including safe working conditions, fair labor practices, environmental stewardship, and ethical business operations. Modeled after the Responsible Business Alliance (RBA) Code of Conduct, it addresses critical issues including discrimination prevention, working hour limits, responsible chemical management, and anti-corruption standards.

In 2025, we updated our Supplier Code of Conduct to reflect our evolving supply chain and strengthened environmental protections with more detailed expectations around resource management and pollution prevention. All new hardware suppliers are provided the Supplier Code of Conduct upon onboarding and are integrated into the RBA audit system. In 2025, RBA conducted five audits across our supplier network. When gaps are identified, suppliers receive resources and guidance to help them meet our standards and drive continuous improvement across the supply chain.

Enhanced Risk Assessment Through Expanded Surveys

In the second half of 2025, we launched comprehensive risk assessment surveys for our hardware suppliers to capture nine distinct risk categories, including human rights, conflict minerals, governance, and GHG emissions. These surveys provide greater visibility into supply chain risks that weren't previously captured, enabling us to target specific improvement areas of our program and inform on-site audits. The introduction of these new measures strengthens our ability to identify emerging risks and work proactively with suppliers, especially as we scale progress on our Specs products.

Addressing Human Rights Risks

Snap is committed to ensuring that human rights are respected throughout our hardware supply chain. Our [Statement Against Human Trafficking and Slavery](#) outlines our zero-tolerance approach to forced labor, child labor, and modern slavery. We maintain this commitment through continuous monitoring, risk detection, and swift action when violations occur. We also maintained our supplier-facing training programs, equipping procurement and operations teams with tools to recognize labor-related risks in their daily work.

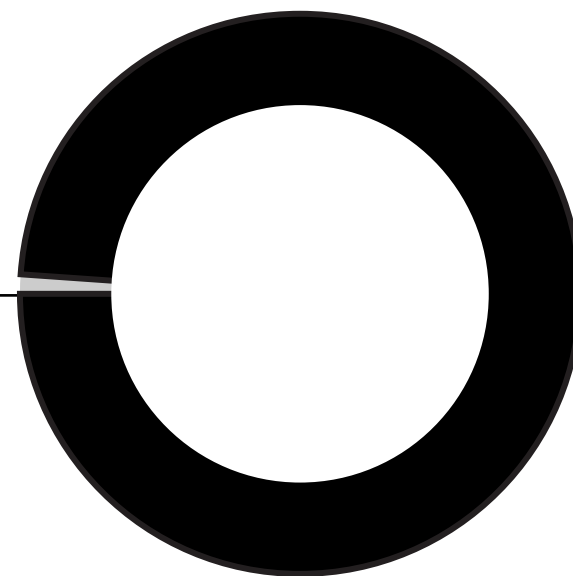
In 2025, we leveraged advanced risk detection tools to identify early warning signals of labor and human rights violations across the countries where we operate. We evaluated our signal tracking and cross-functional review processes for risk insights and prompt sharing between our security, compliance, legal, and hardware operations teams, supporting immediate investigation and response. This integrated approach allows us to detect and address emerging risks before they escalate. We remained aligned with RBA standards and continued tracking broader industry initiatives on responsible sourcing and forced labor prevention to stay informed of evolving best practices.

Conflict Minerals Due Diligence

Our [Conflict Minerals Statement](#) and Conflict Minerals Report outline the measures we take to comply with regulations governing minerals sourced from regions affected by armed conflict and human rights abuses and to reduce related risks in our supply chain. We continue to align with the best practices set forth in the [Organisation for Economic Co-operation and Development \(OECD\) Due Diligence Guidance](#).

In 2025, we participated in [Assent's Smelters of Interest program](#), through which Assent conducts direct outreach to these smelter facilities to confirm their operations and encourage participation in independent responsible sourcing audits. The program strengthens supply chain transparency and supports companies in aligning with OECD due diligence guidance and conflict minerals regulations.

99%



Snap achieved a 99% supplier response rate to our FY2024 Conflict Minerals Report, reported in 2025.



Integrity and Compliance

A Guide to Kind Business

Snap's [Global Code of Conduct](#) is the foundation for how we operate and the decisions we make every day. It articulates the principles and standards that guide our work across all roles, regions, and functions. Reviewed annually to reflect evolving regulations, policy changes, and emerging risks, the Global Code of Conduct remains a living document that adapts as our business and the world around us change. It is publicly available at investor.snap.com and accessible to all employees on our intranet.

Our approach to Global Code of Conduct training prioritizes meaning over compliance checkboxes. We design our training to be values-led, encouraging employees to act with courage and empathy, even when the right path isn't obvious. In 2025, we evolved our refresher training model by shifting from a full Global Code of Conduct review to targeted, scenario-based learning that brings the Global Code of Conduct to life through real-world situations. These scenarios reflect emerging risks and evolving policies, including the responsible use of generative AI and proper data stewardship.

98%

of employees completed Global Code of Conduct refresher training

98%

of new hires completed their onboarding Global Code of Conduct training

Preventing Corruption and Bribery

Snap maintains an uncompromising stance against bribery and corruption in all business dealings. We comply with all relevant anti-corruption laws worldwide, including the US Foreign Corrupt Practices Act and the UK Bribery Act, and require every employee to uphold both our Policy Prohibiting Bribery and Corruption and our Gifts, Meals, Entertainment, and Third-Party Travel (GMET) Policy. Employees are required to disclose any GMET above established reporting thresholds to our Integrity and Compliance team for review. In 2025, we updated our Policy Prohibiting Bribery and Corruption to add clarifying definitions and additional examples to promote greater clarity and consistent application. We also refined our GMET Policy to address evolving practices, including guidance on gift cards. These updates reflect our commitment to staying ahead of risks as business practices evolve and ensure all team members understand their obligations clearly.

Reporting Concerns

Snap maintains multiple pathways for employees to raise concerns about potential misconduct, policy violations, or unethical behavior. Employees can raise concerns through direct conversation with their manager, Human Resources, or an anonymous third-party managed [helpline](#), available 24/7. We maintain confidentiality to the extent possible and our Whistleblower Policy provides robust protections against retaliation. Any employee who raises a concern in good faith, refuses to participate in misconduct, or cooperates with an investigation is protected from adverse action. We take retaliation seriously and address any violations swiftly.

Strengthening Global Compliance through Better Data

In 2025, we invested significantly in compliance program infrastructure to shift from periodic reporting to continuous oversight. We implemented a new system that houses our policies, manages approvals for gifts, meals, entertainment, and conflict of interest disclosures, and tracks policy attestations. We also enhanced our integrity and compliance dashboards with data extraction automations and integrated real-time data visualization capabilities, consolidating information from multiple sources. This foundational work is laying the groundwork for a more scalable and automated compliance program.

Our shift from periodic batch testing to continuous real-time monitoring enables immediate notification when potential compliance issues arise, allowing for faster investigation and response. Similarly, when an employee has overdue compliance action items, the system flags these in real-time rather than relying on testing at a later date. This approach provides complete visibility across our full compliance universe, significantly improving our ability to identify and address risks early.

“Real-time monitoring helps us address our most critical risks right away. Instead of discovering control gaps in a quarterly report, we can now identify risks as they happen and respond immediately. ”

DAVID MANGINI
SENIOR MANAGER, COMPLIANCE OPERATIONS,
SNAP

Snap Compliance Champions

In 2025, Champions across regions, including those based in India, China, Australia, the United Arab Emirates, Saudi Arabia, and France, contributed valuable insights on Global Code of Conduct training and broader compliance messaging, helping ensure our approach remains culturally responsive and operationally effective. For example, the Champions in France delivered compliance reminders at a French All Hands meeting in March 2025, addressing several priority areas including anti-bribery training completion rates, guidance on the newly released policies, and promotion of important newsletters.

The Compliance Champions program supports a participatory, grassroots approach to building a culture of compliance where local teams shape how policies are understood and applied in their contexts. Champions continue to serve as essential compliance contacts within their markets, helping to ensure that our standards remain consistent wherever we operate.

Compliance as a Culture

We actively work to build a culture where compliance conversations are part of everyday work and where people feel genuinely empowered to protect Snap's integrity. Speaking up is recognized as a strength, not a risk. This culture of openness starts with leadership setting the tone and extends through all levels of the organization. Rather than imposing top-down compliance mandates, we are building a collaborative culture of compliance that accounts for regional and cultural differences. This means paying attention to language, terminology, and communication approaches that resonate with our diverse employee populations so that our compliance messaging is relevant and accessible whether someone is in our US offices, European locations, or anywhere else Snap operates.

Leaders in international geographies, particularly in EMEA and Asia-Pacific (APAC), are critical in bringing our compliance efforts closer to teams around the world and upholding our policies and processes locally. These leaders

help promote Snap's values and demonstrate what it means to do business the right way in their markets. We also maintain regional dashboards that give our country General Managers visibility into their team's training progress and compliance-related activities.

Snap's Compliance Champions program extends the reach of our efforts across regions and functions. Champions are trusted liaisons, representing diverse areas such as sales, global brand experience, public policy, communications, and talent engagement, who help local teams understand and apply compliance policies, navigate jurisdiction-specific complexities, and identify emerging risks before they escalate. Snap Compliance Champions serve as culture carriers, assisting with training, promoting awareness of requirements, and participating in global initiatives such as Compliance Week. Importantly, Champions provide a feedback loop that helps us continuously improve our programs.



Data Governance

Data integrity is foundational to how we operate and communicate with stakeholders. We maintain a thoughtful, multi-layered governance framework for managing data internally and presenting information externally. Whether it's financial reporting, user metrics, advertising performance, or the data we publish in our Transparency Report and Citizen Snap Report, we seek to ensure that our public disclosures are accurate, complete, and accompanied by appropriate context. Public-facing data undergoes review processes and controls designed to promote accuracy, consistency, and accountability. In 2025, our data governance framework remained stable and effective in maintaining these standards.



Defining and Building Data Controls

The first layer of our data governance framework focuses on embedding accuracy and completeness into how we design and collect data. When we introduce new products or features, cross-functional teams spanning product, legal, engineering, and finance convene to align on how the feature impacts our existing metrics.

In 2025, this collaborative approach was critical for two new product launches. Sponsored Snaps and Promoted Places required intensive coordination between teams to define metrics precisely and review financial compliance controls. We completed comprehensive compliance checklists for both products to ensure alignment on data definitions and control implementation.

Compliance and Certification Reviews

Once we finalize metric definitions, engineering teams build the systems that collect and process data, incorporating quality checks into the infrastructure itself. Our compliance and certification program then validates that these controls are functioning as designed and continue to safeguard data integrity over time. Our key business metrics, such as Daily Active Users, are subject to a rigorous data integrity review that operates on three fronts:

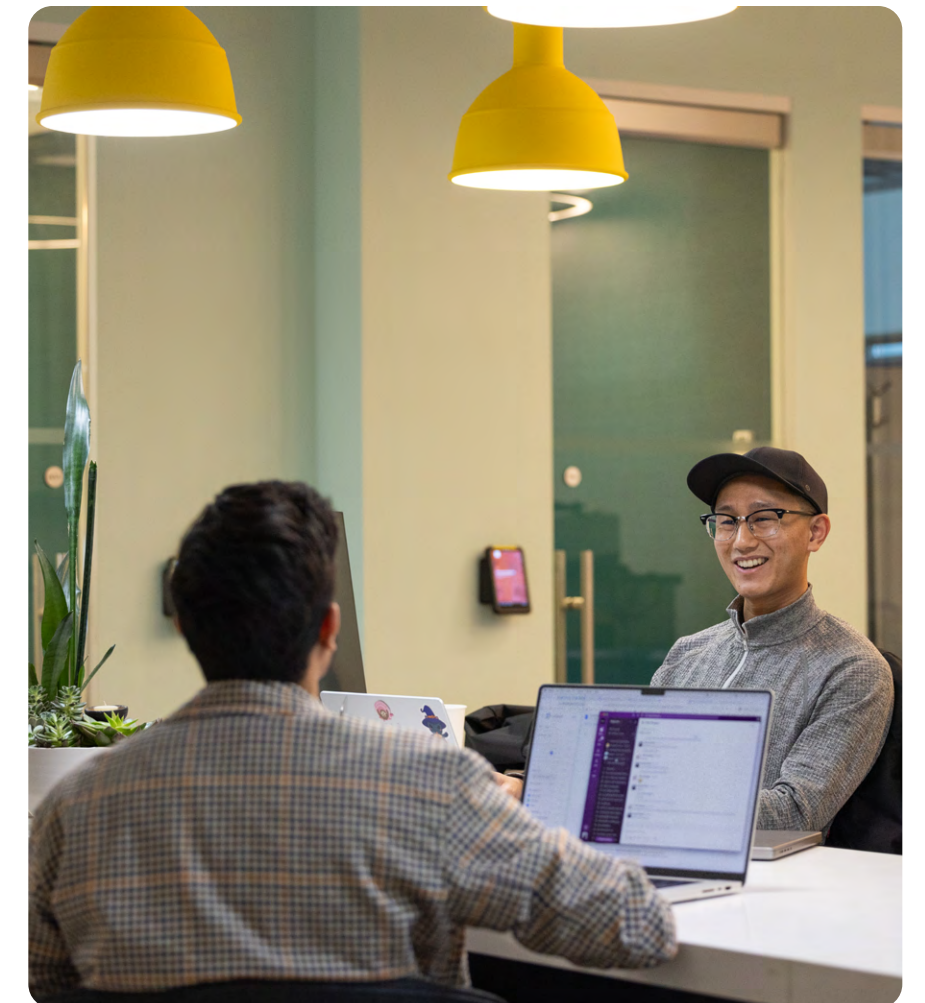
- **Metric Definition Review:** Alignment between product and business owners and the data and engineering teams responsible for metric computation.
- **Code and Instrumentation Review:** A detailed review of the data instrumentation and supporting code.
- **Ongoing Monitoring:** Implementation of continuous data quality checks and anomaly detection to safeguard metric integrity over time.

Internal and External Audits

We maintain rigorous oversight of our data governance through independent audits and external reviews. An internal Snap team audits both the certification process and data quality controls embedded in our pipelines annually. We also commission an external third-party review of our data integrity procedures each year, with findings presented to the Audit Committee of Snap's Board of Directors (Board) for transparency and accountability.

Beyond these audits, any public statement using Snap data undergoes a formal review. Key user engagement and revenue metrics used in our financial reporting, external communications, and partnerships are also subject to statement and data integrity reviews prior to publication to prevent any ambiguity and inaccuracies. Examples of these metrics appear in our quarterly earnings materials at investor.snap.com.

We also support users in managing their own data privacy. See [Privacy by Design](#) on [page 10](#) for more information.



Board and Committees



The Board plays a critical role in maintaining Snap's strong corporate governance framework. The Board provides oversight and strategic guidance on significant business, financial, and governance matters. Through ongoing oversight and continuous refinement of governance policies, the Board reinforces Snap's commitment to responsible leadership and a culture of integrity, accountability, and transparency across the organization. Our Board is composed of 13 directors, including two Executive Officers and 11 independent directors, and is led by an independent, non-executive Chairperson. The Board includes a diverse group with executive experience and skills aligned with the needs of our business. Snap's committees play a key role in supporting the Board by providing oversight and guidance across critical areas of the business. Each of the three standing committees, the Audit Committee,

the Compensation Committee, and the Nominating and Corporate Governance Committee, is chaired by and composed entirely of independent directors.

We regularly review and update our Corporate Governance Guidelines and Board committee charters to reflect evolving best practices and incorporate Director feedback. In 2025, updates focused on strengthening oversight across key governance areas. We also seek regular input from Directors on Board composition and effectiveness, using these insights to strengthen our governance practices and guide ongoing improvements. Environmental, social, and governance (ESG) considerations are integrated into both committee and full Board discussions, informing oversight of key risks and opportunities, and to shape strategy, governance, and decision-making.



Appendix

IN THIS SECTION

Our Double Materiality Approach / p.41

2025 ESG Data Tables / p.42

SASB Index / p.46

GRI Index / p.48

Snap Inc.'s FY2025 Citizen Snap Report highlights our work and progress during the 2025 fiscal year (January 1 – December 31, 2025), unless otherwise stated. It builds on disclosures and commitments shared in previous reports, with a continued focus on the values that drive our business: kindness, integrity, transparency, and impact.

This report was prepared with reference to the Sustainability Reporting Standards for Micro and Small Enterprises (VSME), developed by the European Financial Reporting Advisory Group, as well as the Global Reporting Initiative (GRI) Standards. It was also informed by guidance from the Sustainability Accounting Standards Board (SASB) Internet and Media Services Industry Standards, the United Nations Global Compact, the United Nations Sustainable Development Goals (SDGs), and the Task Force on Climate-related Financial Disclosures (TCFD).

In line with TCFD recommendations, we assess climate-related risks and opportunities to inform our resilience strategy and decision-making. We disclose GHG emissions in accordance with the GHG protocol and continue to refine and update emissions data as methodologies and data accuracy improve. Our environmental metrics and methodologies are detailed in the report index. In 2025, our environmental data was third-party verified by Cameron-Cole, LLC.

Please note: Any information or issues identified as “material” in this report are determined through Snap’s internal double materiality assessment process and may differ from definitions used in filings with the U.S. Securities and Exchange Commission (SEC). In this context, “material” refers to topics most relevant to our stakeholders and business strategy — not necessarily those considered material for SEC reporting purposes. For information on our Company and financial performance, please refer to our SEC filings and earnings materials at investor.snap.com.

Our Double Materiality Approach

Starting in 2024, Snap undertook a refresh of our materiality assessment to align with the evolving EU Corporate Sustainability Reporting Directive (CSRD) and its double materiality assessment (DMA) requirements. The concept of double materiality assesses not only how ESG issues affect our business financially (financial materiality), but also how our business impacts people and the environment (impact materiality). This dual perspective strengthens our ability to operate transparently and responsibly.

Our updated DMA process builds on our previous assessments while incorporating a more rigorous methodology and extensive stakeholder engagement. The process followed three main phases:

- **Understanding our value chain:** We began by mapping Snap's full value chain from suppliers to our own operations to users and partners. By identifying the full scope of activities and potential areas of impact or risk, we were able to capture the breadth of sustainability topics relevant to our global business.
- **Identifying material topics:** We reviewed nearly 90 potential sustainability topics defined by the European Sustainability Reporting Standards (ESRS), the EU's standardized framework for sustainability disclosures under CSRD, filtering them through the lens of Snap's business activities, previous

materiality assessments, public disclosures, and emerging industry trends. From this, we developed a set of impacts, risks, and opportunities (IROs) relevant to Snap. Each IRO was evaluated using defined scoring methodologies to assess impact severity, likelihood, financial implications, and stakeholder relevance. We shared scores with stakeholders for feedback and adjusted them based on their input.

- **Determination:** We established materiality thresholds in accordance with the CSRD to determine which IROs and related sustainability topics met the bar for inclusion. Snap's executive leadership reviewed and approved final decisions.

Each of these material issues corresponds to specific IROs, which we have documented and mapped to the ESRS disclosure requirements. As a voluntary filer, we have utilized the framework provided for VSME in our approach.

We plan to use findings from this DMA to inform our sustainability strategy, product development, and risk management planning. By identifying where we have the greatest opportunity and responsibility to lead, we can allocate resources effectively. This means aligning internal initiatives, external reporting, and stakeholder engagement around the issues that carry the most significance for our business and society.

Our Material Topics:

ENVIRONMENTAL

Climate change adaptation

Climate change mitigation

Energy

SOCIAL

Gender equality and equal pay for work of equal value

Training and skills development

Measures against violence and harassment in the workplace

Diversity

Privacy (Employees)

Privacy (Users)

Freedom of expression

Access to (quality) information

Security of a person

Protection of children

GOVERNANCE

Corporate culture

Political engagement

Corruption and bribery (incidents)

2025 ESG Data Tables

The following pages highlight tangible progress across our ESG priorities in 2025.

This year, we continued to deepen our commitment to user privacy and platform safety, advancing Privacy by Design and Safety by Design principles across every stage of product development. We accelerated our enforcement capabilities, reducing our median response times to take enforcement action on reported violations to approximately 1 minute, an 87% improvement from 2024. We launched The Keys: A Guide to Digital Safety, expanded our Councils for Digital Well-Being to Europe and Australia, and released the third edition of our Digital Well-Being Index, surveying more than 9,000 young people across six countries. We deepened our engagement with communities and the broader online safety ecosystem, hosting our Fifth Annual US Law Enforcement Summit and launching our first Global Law Enforcement Summit, collectively reaching approximately 6,000 law enforcement professionals worldwide.

Internally, we reinforced a culture of belonging through expanded ERG programming, Council practice, and leadership development. Nearly half our workforce now

belongs to at least one of our 10 global ERGs, a 12% increase from 2024. ERG leaders hosted over 400 activations reaching 2,000 employees, and we held 2,400+ Councils across the company, with 92% manager participation, reflecting our belief that a kind business is built from within. On climate, we maintained carbon neutrality and 100% renewable electricity procurement through verified offsets and RECs/EACs, while launching a new decarbonization strategy focused on source-level emissions reductions through supplier engagement. Approximately 30% of hardware suppliers provided emissions data, giving us new visibility into Scope 3 reduction opportunities. Through Snap for Green, we helped brand partners achieve CO₂ reductions of 74% to 98% compared to standard video benchmarks. We achieved a 99% supplier response rate on conflict minerals due diligence. We strengthened global compliance by introducing a centralized system to house our policies and enable more immediate identification and response to compliance risks, and evolved our Global Code of Conduct training from traditional formats to scenario-based learning reaching 98% completion.

See the data tables in this section for third-party verified environmental metrics and key performance indicators.

Society

DATA POINT	2019 ¹	2022	2023	2024	2025
Number of volunteer projects	27 cities across 15 countries	50 cities across 26 countries	50 cities across 34 countries	53 cities across 34 countries	42 cities across 19 countries
In-Kind Donations - Pro Bono Advertising	\$3.5 million	\$6+ million	\$371,000	\$128,340	\$49k
Transparency Reporting					
Number of law enforcement requests for user information	25,225	76,625	72,554	92,313	138,772
Number of accouts specified²	39,657	120,089	110,120	141,706	251,826
Percent (%) of requests resulting in disclosure	74.05%	70.90%	74.92%	77.57%	79.29%
Number of government requests to remove content, percent (%) compliance with requests	26, 8%	4, 0%	0, n/a	0, n/a	0, n/a
Other transparency data	Transparency Report	Transparency Report	Transparency Report	Transparency Report	Transparency Report

¹ 2019 data reflects the Company's baseline year. Data shown for the four most recent reporting years.

² "Account Specified" reflects the number of identifiers (e.g., username, email address, and phone number) specified by law enforcement in legal process when requesting user information.

Planet

DATA POINT	2019 ¹	2022	2023	2024	2025
Electricity by Country (MWh)					
<i>Australia</i>	149	104	235	204	188
<i>Austria</i>	Not reported	79	282	382	341
<i>Canada</i>	245	239	238	381	268
<i>China</i>	148	275	590	595	590
<i>France</i>	303	235	209	173	711
<i>Germany</i>	66	98	422	334	391
<i>Hungary</i>	Not reported	107	13	2	–
<i>Israel</i>	Not reported	228	103	168	154
<i>Mexico</i>	Not reported	7	7	2	–
<i>Netherlands</i>	48	75	167	266	527
<i>Norway</i>	Not reported	32	0	22	–
<i>Saudi Arabia</i>	–	–	19	148	129
<i>Singapore</i>	–	–	–	–	201
<i>Sweden</i>	Not reported	5	0	201	24

DATA POINT	2019 ¹	2022	2023	2024	2025
<i>Switzerland</i>	68	48	176	72	72
<i>Ukraine</i>	193	216	192	81	–
<i>United Arab Emirates</i>	58	122	181	249	307
<i>United Kingdom</i>	447	519	3,101	3,101	6,039
<i>United States</i>	10,738	17,606	25,057	24,538	27,291
<i>India</i>	–	–	–	–	180
<i>Qatar</i>	–	–	–	–	43
Total (renewable and non-renewable)	12,463 ²	19,950	30,995	30,919	37,456
Total Renewable	No direct renewable energy procurement	19,950	30,995	30,919	37,629
% Renewable Electricity	0%	100%	100%	100%	> 100%

¹ 2019 data reflects the Company's baseline year. Data shown for the four most recent reporting years.

² +7,000 MWh of renewable energy for remote work.

Planet (continued)

DATA POINT	2019 ¹	2022	2023	2024	2025
GHG Emissions					
<i>Scope 1 emissions (Metric tons CO₂e)</i>	4,656	5,960	9,822	4,509	5,292
<i>Scope 2 emissions (Market-based, in metric tons CO₂e)</i>	4,284	259	961	8,948	0
<i>Scope 2 emissions (Location-based, in metric tons CO₂e)</i>	–	–	–	7,671	9,564
<i>Total (Scope 1 + Scope 2)³</i>	8,940	6,219	10,783	11,443	5,292
<i>Category 1: Purchased goods and services⁴</i>	56,460	153,180	101,339	136,236	305,949
<i>Category 2: Capital goods</i>	8,783	32,167	51,186	40,606	45,340
<i>Category 3: Fuel- and energy-related activities⁵</i>	1,564	3,312	2,942	7,467	3,423
<i>Category 4: Upstream transportation and distribution</i>	Not applicable	76	22	725	1,767
<i>Category 5: Waste generated in operations (estimated)</i>	3,015	3,157	2,585	1,039	1,071
<i>Category 6: Business travel</i>	18,752	16,172	20,050	16,934	13,840
<i>Category 7: Employee commuting</i>	2,894	3,511	7,182	4,672	6,191

DATA POINT	2019 ¹	2022	2023	2024	2025
<i>Category 8: Upstream leased assets</i>	Not applicable	Not applicable	Not applicable	357	340
<i>Category 9: Downstream transportation and distribution</i>	26	16	4	12	3
<i>Category 10: Processing of sold products</i>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
<i>Category 11: Use of sold products</i>	33,181	56,333	52,712	69,475	76,914
<i>Category 12: End-of-life treatment of sold products</i>	7	59	4	4	4
<i>Category 13: Downstream leased assets</i>	46	15	983	161	180
<i>Category 14: Franchises</i>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
<i>Category 15: Investments</i>	Not applicable	Not applicable	Applicable, not calculated	Applicable, not calculated	Applicable, not calculated
<i>Total Scope 3 emissions (Metric tons CO₂e)</i>	124,727	267,998	239,009	277,688	455,022
<i>Total GHG emissions (Scope 1 + Scope 2 + Scope 3)</i>	133,667	274,217	249,792	303,979	460,314
<i>Revenue (USD Millions)</i>	1716	4601	4606	5,361	5,931
<i>GHG emissions intensity⁶</i>	72.7	58.2	51.9	56.7	77.6

³ Emissions metrics for 2025 Scope 1 and Scope 2 reflect refinements to methodologies for calculating greenhouse gas emissions. Laboratory operations emissions incorporate primary energy consumption data and primary data-derived electricity intensity factors, replacing previously applied estimation assumptions. Refrigerant emissions estimation transitioned to an industry-standard simplified screening approach aligned with EPA methodologies. Corporate jet emissions, previously sourced from third-party emission reports, are now calculated using fuel burn data to utilize the latest emission factors and radiative forcing values, driving consistency with other aviation emission sources in our inventory.

⁴ Scope 3 Category 1: Emissions metrics for 2025 Scope 3 Category 1 reflect updated supplier-specific emissions data and methodological refinements that improve the accuracy and completeness of supply chain emissions estimates. Supplier-specific emissions from key suppliers increased following revisions to their allocation methodologies, resulting in higher emissions attributed to Snap's purchased goods and services in 2025. Where available, supplier-specific emission factors were sourced from verified Scope 1, Scope 2, and upstream Scope 3 emissions and revenue from the associated reporting year, replacing sector-average EEIO factors.

⁵ Scope 3 Category 3 (Fuel- and Energy-Related Activities) and Category 7 (Employee Commuting): Emissions metrics for 2025 Scope 3 Category 3 and Category 7 reflect refinements relative to 2024 calculations, identified through ongoing data review. Category 3 emissions for co-located data center operations were updated in 2025 to more accurately reflect transmission and distribution and well to tank electricity emissions. Category 7 emissions were updated to incorporate revised commuting survey data and location-specific mode-share assumptions, improving the representativeness of employee commuting estimates across office locations.

⁶ GHG emissions intensity figure is indexed to revenue, metric tons CO₂e/USD millions revenue.

People

DATA POINT	2019 ¹	2022	2023	2024	2025
Training hours	67,000+ training hours (21 training hours per person)	44,000+ training hours (6+ hours of training per person)	26,000+ training hours for Snap internal courses	24,000+ training hours (Snap internal courses and LinkedIn Learning)	39,000+ training hours (Snap internal courses and LinkedIn Learning)
Total Recordable Incident Rate (TRIR)	0.2	0.03	0.018 ²	0.078 ²	0.092 ²
Total Lost Time Incident Rate (LTIR)	0.14	0.016	0 ²	0.039 ²	0.037 ²
Notices of non-compliance / violation related to EHS	0	0	0	0	1

Governance

DATA POINT	2019 ¹	2022	2023	2024	2025
Integrity and Compliance					
Percent of team compliant with Code of Conduct Training Requirement	99.25%	>98%	>98%	>98%	>98%
Additional Governance Data					
Number of third-party supplier audits	–	105 on-site supplier audits since 2016	116 on-site supplier audits since 2016	124 on-site supplier audits since 2016	129 on-site supplier audits since 2016
% supplier response for conflict minerals and compliance	97% of suppliers responded to our conflict minerals data request	92.45% of suppliers responded to our conflict minerals data request for 2022	91% of suppliers responded to our conflict minerals data request for 2023	99% of suppliers responded to our conflict minerals data request for 2024	99% of suppliers responded to our conflict minerals data request for 2025
	100% of suppliers campaigned for materials disclosure				

¹ 2019 data reflects the Company's baseline year. Data shown for the four most recent reporting years.

² TRIR and LTIR calculated using OSHA formula.

Sustainability Accounting Standards Board (SASB) Index

CODE	CATEGORY	UNIT OF MEASUREMENT	METRIC	RESPONSE
Environmental Footprint of Hardware Infrastructure				
<i>TC-IM-130a.1</i>	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Total electricity consumed (2) percentage grid electricity, and (3) percentage renewable	(1) Total electricity consumed in FY2025 was 134842 GJ (2) 100% (3) 100% covered by renewable energy credits
<i>TC-IM-130a.2</i>	Quantitative	Thousand cubic meters (m3), Percentage (%)	(1) Total water withdrawn (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Water is not considered a material input for Snap based on our most recent double materiality assessment.
<i>TC-IM-130a.3</i>	Discussion and Analysis	N/A	Discussion of the integration of environmental considerations into strategic planning for data center needs	FY2025 CitizenSnap Report, Planet, Climate Strategy FY2025 CitizenSnap Report, Planet, Our Products
Data Privacy, Advertising Standards & Freedom of Expression				
<i>TC-IM-220a.1</i>	Discussion and Analysis	N/A	Description of policies and practices relating to targeted advertising and user privacy	FY2025 CitizenSnap Report, Society, Responsible Products FY2025 CitizenSnap Report, Society, Privacy by Design Privacy Center

CODE	CATEGORY	UNIT OF MEASUREMENT	METRIC	RESPONSE
<i>TC-IM-220a.2</i>	Quantitative	Number	Number of users whose information is used for secondary purposes	Snap does not calculate and report the number of users whose information is used for secondary purposes. Please see the Snap Inc. Privacy Policy for additional information on data practices.
<i>TC-IM-220a.3</i>	Quantitative	Presentation currency	Total amount of monetary losses as a result of legal proceedings associated with user privacy	When relevant, see FY25 Form 10-K
<i>TC-IM-220a.4</i>	Quantitative	Number, Percentage (%)	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	(1) 138,772 (2) 251,826 (number of accounts specified) ¹ (3) 79.29% Please see Snap's Transparency Report for additional information.
<i>TC-IM-220a.5</i>	Discussion and Analysis	N/A	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Snap is globally available in more than 180 countries; but like many internet services, it may be blocked in some countries, and some features are blocked in other countries. Snap does not publicly disclose the list of countries where core products are blocked, filtered, or censored.

¹ "Account Specified" reflects the number of identifiers (e.g., username, email address, and phone number) specified by law enforcement in legal process when requesting user information.

Sustainability Accounting Standards Board (SASB) Index

CODE	CATEGORY	UNIT OF MEASUREMENT	METRIC	RESPONSE
<i>TC-IM-220a.6</i>	Quantitative	Number, Percentage (%)	Number of government requests to remove content, percentage compliance with requests	0, N/A Please see Snap's Transparency Report for additional information.
Data Security				
<i>TC-IM-230a.1</i>	Quantitative	Number, Percentage (%)	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	FY2025 Citizen Snap Report, Society, Transparency Reporting
<i>TC-IM-230a.2</i>	Discussion and Analysis	N/A	Description of approach to identifying and addressing data security risks	FY2025 Citizen Snap Report, Society, Security by Design FY25 Form 10-K
Employee Recruitment, Inclusion & Performance				
<i>TC-IM-330a.1</i>	Quantitative	Percentage (%)	Percentage of employees that require a work visa	Snap does not report on this metric.
<i>TC-IM-330a.2</i>	Quantitative	Percentage (%)	Employee engagement as a percentage	FY2025 Citizen Snap Report, People, Supporting Our Team
<i>TC-IM-330a.3</i>	Quantitative	Percentage (%)	Percentage of: (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and, (d) all other employees	Snap does not report on this metric.

CODE	CATEGORY	UNIT OF MEASUREMENT	METRIC	RESPONSE
Intellectual Property Protection & Competitive Behavior				
<i>TC-IM-250a.1</i>	Quantitative	Presentation currency	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	There were no losses associated with anticompetitive behavior regulations in FY2025.

Global Reporting Initiative (GRI) Index

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
GRI 1: Foundation		
	Statement of Use	Snap Inc. has reported with reference to the GRI Standards (GRI 1: Foundation 2021) for the period January 1, 2025 to December 31, 2025.
GRI 2: General Disclosures		
2-1	Organizational details	<p>Snap is a technology company with offices around the world. We contribute to human progress by empowering people to express themselves, live in the moment, learn about the world, and have fun together.</p> <p>We maintain offices in multiple locations in North America, and in Europe, Asia, and Australia. The locations of our operations can be found in the About Snap section of this report and on Snap's career page here. Snap is headquartered in Santa Monica, CA.</p>
2-2	Entities included in the organization's sustainability reporting	<p>Unless otherwise noted in footnotes, this report is inclusive of the controlled operations of Snap, Inc.</p> <p>FY2025 Citizen Snap Report, About Snap</p> <p>FY25 Form 10-K</p>
2-3	Reporting period, frequency and contact point	<p>Our FY2025 CitizenSnap Report covers the period from January 1, 2025 - December 31, 2025, unless otherwise noted. We report on an annual cycle. Questions regarding this report can be sent to sustainability@snap.com.</p>
2-5	External assurance	<p>Snap's greenhouse gas (GHG) emissions are assured by an independent, third-party verification. Assurance Statement.</p>
2-6	Activities, value chain and other business relationships	FY25 Form 10-K

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
2-7	Employees	<p>As of December 31, 2025, we had 5,261 full-time employees.</p> <p>FY25 Form 10-K</p>
2-8	Workers who are not employees	<p>In addition to full-time Snap employees, we use contracted labor to meet fluctuating labor demands. Contractor headcount data is not available.</p>
2-9	Governance structure and composition	<p>FY2025 Citizen Snap Report, Governance, Board and Committees</p> <p>FY25 Form 10-K</p>
2-10	Nomination and selection of the highest governance body	FY25 Form 10-K
2-11	Chair of the highest governance body	<p>Board of Directors</p> <p>FY25 Form 10-K</p>
2-12	Role of the highest governance body in overseeing the management of impacts	<p>FY2025 Citizen Snap Report, Governance, Board and Committees</p> <p>FY25 Form 10-K</p> <p>Governance Documents</p>
2-13	Delegation of responsibility for managing impacts	<p>FY2025 Citizen Snap Report, Governance, Board and Committees</p>
2-14	Role of the highest governance body in sustainability reporting	<p>FY2025 Citizen Snap Report, Governance, Board and Committees</p>
2-15	Conflicts of interest	<p>Governance Documents</p> <p>Global Code of Conduct</p>

Global Reporting Initiative (GRI) Index

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
2-16	Communication of critical concerns	We do not report the number and nature of critical concerns communicated to the Board due to confidentiality constraints. FY25 Form 10-K
2-17	Collective knowledge of the highest governance body	FY2025 Citizen Snap Report, Governance, Board and Committees Board of Directors FY25 Form 10-K
2-18	Evaluation of the performance of the highest governance body	FY25 Form 10-K
2-19	Remuneration policies	FY25 Form 10-K
2-20	Process to determine remuneration	FY25 Form 10-K
2-21	Annual total compensation ratio	FY25 Form 10-K
2-22	Statement on sustainable development strategy	FY2025 Citizen Snap Report, A Letter from Evan
2-23	Policy commitments	FY2025 Citizen Snap Report, Governance, Our Supply Chain Global Code of Conduct Supplier Code of Conduct Snap, Inc. Statement Against Human Trafficking and Slavery Conflict Minerals

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
2-24	Embedding policy commitments	FY2025 Citizen Snap Report, Governance Global Code of Conduct
2-25	Processes to remediate negative impacts	FY2025 Citizen Snap Report, Governance, Integrity and Compliance
2-26	Mechanisms for seeking advice and raising concerns	FY2025 Citizen Snap Report, Governance, Integrity and Compliance
2-27	Compliance with laws and regulations	Snap, Inc. does not report the number of significant instances of non-compliance with laws and regulations due to confidentiality constraints. FY2025 Citizen Snap Report, Governance, Integrity and Compliance Global Code of Conduct
2-28	Membership associations	Snap is a member, sponsor, and partner of organizations including the Information Technology Industry Council.
2-29	Approach to stakeholder engagement	FY2025 Citizen Snap Report, Appendix, Our Double Materiality Approach
2-30	Collective bargaining agreements	FY25 Form 10-K
GRI 3: Material Topics		
3-1	Process to determine material topics	FY2025 Citizen Snap Report, Appendix, Our Double Materiality Approach
3-2	List of material topics	FY2025 Citizen Snap Report, Appendix, Our Double Materiality Approach

Global Reporting Initiative (GRI) Index

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
GRI 201: Economic Performance		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Planet, Climate Strategy FY25 Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	FY2025 Citizen Snap Report, Planet, Climate Strategy , Climate Risk and Resilience FY25 Form 10-K
GRI 205: Anti-corruption		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Governance, Integrity and Compliance, Preventing Corruption and Bribery
205-1	Operations assess for risks related to corruption	FY2025 Citizen Snap Report, Governance, Integrity and Compliance, Preventing Corruption and Bribery
205-2	Communication and training about anti-corruption policies and procedures	FY2025 Citizen Snap Report, Governance, Integrity and Compliance, Preventing Corruption and Bribery ESG Data Tables, Governance, Integrity and Compliance Global Code of Conduct Supplier Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	In FY2025, Snap, Inc. had no confirmed incidents of corruption.
GRI 302: Energy		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Planet, Climate Strategy
302-1	Energy consumption within the organization	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, Electricity by Country

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
302-4	Reduction of energy consumption	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, Electricity by Country
302-5	Reductions in energy requirements of products and services	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, Electricity by Country
GRI 305: Emissions		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Planet, Climate Strategy
305-1	Direct (Scope 1) GHG emissions	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, GHG Emissions
305-2	Energy indirect (Scope 2) GHG emissions	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, GHG Emissions
305-3	Other indirect (Scope 3) GHG emissions	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, GHG Emissions
305-4	GHG emissions intensity	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, GHG Emissions
305-5	Reduction of GHG emissions	FY2025 Citizen Snap Report, Planet, Climate Strategy ESG Data Tables, Planet, GHG Emissions
GRI 401: Employment		
3-3	Management of the material topic	FY2025 Citizen Snap Report, People, Supporting Our Team
401-1	New employee hires and employee turnover	FY2025 Citizen Snap Report, People, Supporting Our Team , Growing Talent, Together

Global Reporting Initiative (GRI) Index

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	FY2025 Citizen Snap Report, People, Supporting Our Team, Prioritizing Well-Being Snap, Inc. Benefits
401-3	Parental leave	FY2025 Citizen Snap Report, People, Supporting Our Team, Prioritizing Well-Being Snap, Inc. Benefits
GRI 404: Training and Education		
3-3	Management of the material topic	FY2025 Citizen Snap Report, People, Supporting Our Team, Growing Talent, Together
404-1	Average hours of training per year per employee	ESG Data Tables, People, Training Hours
404-2	Programs for upgrading employee skills and transition assistance programs	FY2025 Citizen Snap Report, People, Supporting Our Team, Growing Talent, Together
404-3	Percentage of employees receiving regular performance and career development reviews	FY2025 Citizen Snap Report, People, Supporting Our Team, Growing Talent, Together
GRI 405: Diversity and Equal Opportunity		
3-3	Management of the material topic	FY2025 Citizen Snap Report, People, Belonging Belonging at Snap
405-1	Diversity of governance bodies and employees	Snap does not report this information due to confidentiality constraints.
405-2	Ratio of basic salary and remuneration of women to men	Snap does not report this information due to confidentiality constraints.

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
GRI 406: Non-discrimination		
3-3	Management of the material topic	Snap's EEO Statement
406-1	Incidents of discrimination and corrective actions taken	FY2025 Citizen Snap Report, Governance, Integrity and Compliance, Reporting Concerns
GRI 414: Supplier Social Assessment		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Governance, Our Supply Chain
414-1	New suppliers that were screened using social criteria	Our Engineering, Supply Chain, and Supplier Quality teams and go through a rigorous selection process to review new hardware suppliers. Snap conducts ESG assessments at our discretion depending on supplier spend, type, and risk. FY2025 Citizen Snap Report, Governance, Our Supply Chain ESG Data Tables, Governance, Additional Governance Data
GRI 415: Public Policy		
3-3	Management of the material topic	Snap Inc. does not make or reimburse corporate or employee political contributions to candidates, political parties, or ballot measures.
416-1	Assessment of the health and safety impacts of product and service categories	Snap did not make any political contributions in 2025.

Global Reporting Initiative (GRI) Index

DISCLOSURE	DISCLOSURE TITLE	RESPONSE
GRI 416: Customer Health and Safety		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Society, Safety by Design
416-1	Assessment of the health and safety impacts of product and service categories	FY2025 Citizen Snap Report, Society, Safety by Design
GRI 418: Customer Privacy		
3-3	Management of the material topic	FY2025 Citizen Snap Report, Society, Privacy by Design FY2025 Citizen Snap Report, Governance, Data Governance Snap Inc Privacy Policy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	FY2025 Citizen Snap Report, Society, Privacy by Design

Snap Inc.