

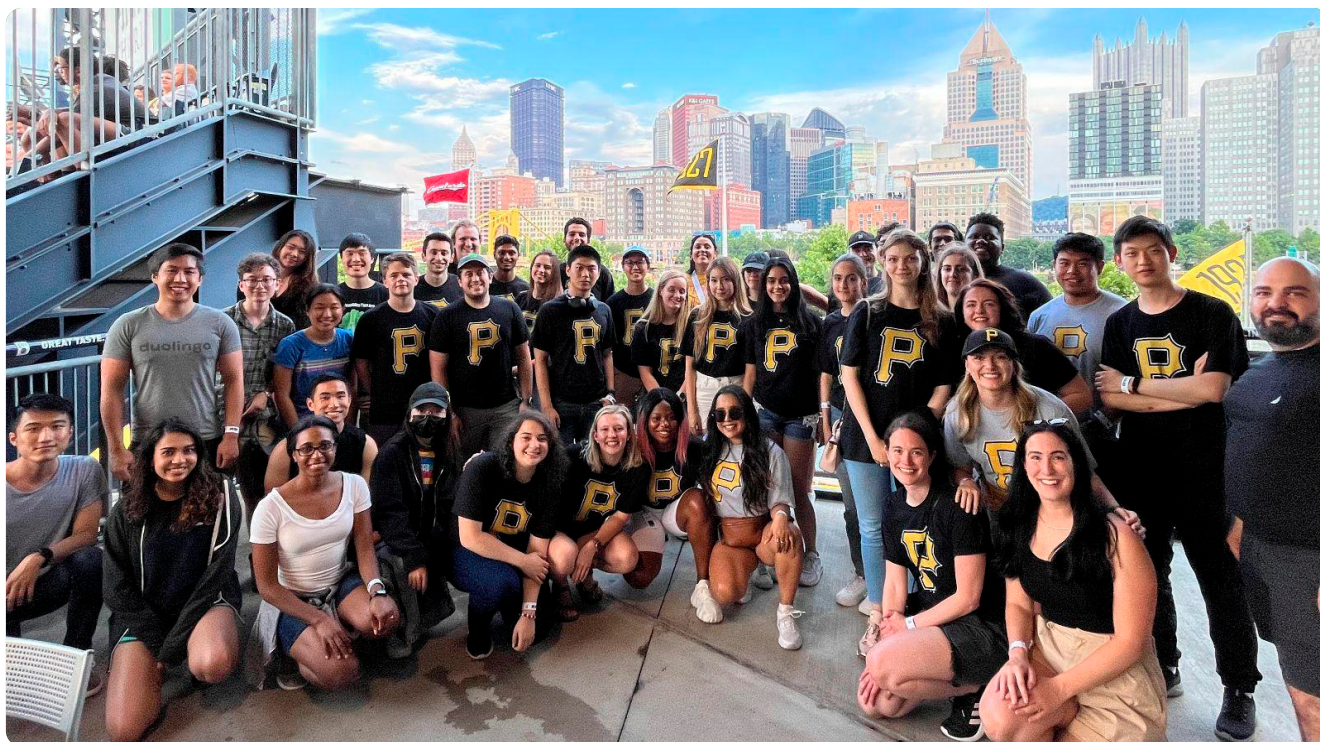
corporate responsibility & impact factsheet 2023

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About Us

Duolingo is the leading mobile learning platform globally. Our flagship app has organically become the world's most popular way to learn languages and the top-grossing app in the Education category on both Google Play and the Apple App Store. With technology at the core of everything we do, we have consistently invested to provide learners a fun, engaging, and effective learning experience while remaining committed to our mission to develop the best education in the world and make it universally available.



Duolingo at a Glance



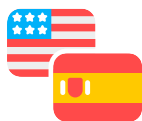
CATEGORY-DEFINING PRODUCT

#1 grossing education app



MARKET OPPORTUNITY

1.8B+ language learners globally



SCALE AND REACH

40 languages offered across
100 courses



DATA DRIVEN MODEL

Over 1 billion exercises completed
per day



PROVEN EFFICACY

5 university semesters of
learning in 1/2 time



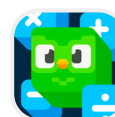
PROFICIENCY STANDARD

4,000+ programs accept the
Duolingo English Test



ENGAGED USER BASE

70M+ monthly active users



EXPANDING BEYOND LANGUAGE

Apps include Duolingo Math and
Duolingo ABC

Introduction to Corporate Responsibility & Impact at Duolingo

Our founders started Duolingo with a singular mission: **To develop the best education in the world and make it universally available.** When we went public in 2021, CEO Luis von Ahn said in his letter to shareholders: “I plan to dedicate my life to building a future in which, through technology, every person on this planet has access to the best quality of education. And not only that, but a future in which people want to spend their time learning.” We remain committed to building that future, and doing so sustainably.

While we are proud to be a mission-driven company whose impact scales as our business does, we are only just beginning our ESG reporting journey. In 2022, the year after we went public, we began developing our inaugural ESG disclosures by identifying and prioritizing issues that are most impactful to our business. While our mission of providing free education inherently serves a social good, we have also held ourselves to high standards of corporate responsibility, and we are starting to include these in our public disclosures for better transparency.

We expect that our approach will evolve as we receive feedback from our internal and external stakeholders to learn what is most important to them.

We have formed an ESG working group comprised of senior leaders and cross functional team members from key business functions whose purpose it is to oversee policies and practices related to ESG, and we will be reporting to the board throughout 2023 on our progress.

Our Corporate Responsibility & Impact Focus Areas

When considering the factors that were most important to our business, we began with our mission, which guides everything we do. In order to achieve our mission, we must take care of our learners, and we must build a company that takes care of its employees so that they can do this important work. We also want to be good partners to the communities in which we operate and good stewards of our planet. These tenets are fundamental to our goal of building a long-term sustainable business that will continue to support our stakeholders.

Through an internal assessment process, we identified a set of corporate responsibility areas of focus that further our mission and align with our strategic initiatives.

Our Corporate Responsibility & Impact Focus Areas



OUR LEARNERS

Making the highest quality education universally available

Aligning the quality of our products to the highest standards

Protecting the data and privacy of our users



OUR PEOPLE

Building and maintaining a highly engaged group of talented people

Creating a more diverse and inclusive work environment

Supporting our employees' training and development



OUR COMMUNITIES

Supporting our communities locally and globally

Supporting organizations that serve local residents through education



OUR PLANET

Doing our part to reduce our carbon footprint and our climate impacts

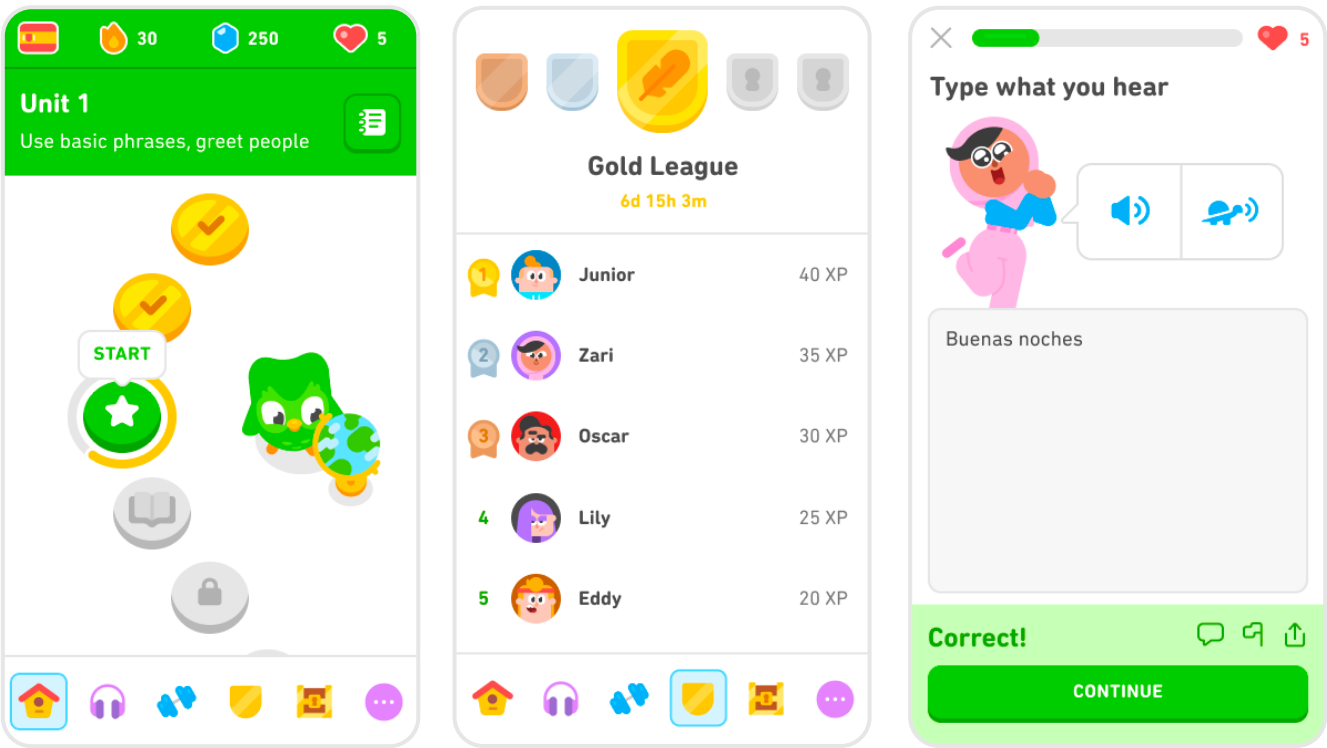
Implementing programs to reduce waste

Our Learners

Bettering the lives of learners is intrinsically linked to the success of our company. To deliver an effective learning experience, we believe that our products and services must be excellent and universally available, while also keeping our learners’ data secure.

The Duolingo Language App

The Duolingo Language app was launched in 2012 with the mission to make world-class language learning available to everyone. We started with language learning because our founders understood the life changing impact of learning English. Our co-founder and CEO, Luis von Ahn, grew up in Guatemala and saw firsthand the importance of knowing English for securing job opportunities and achieving socioeconomic mobility.



Our guided learning path, gamification features like Leaderboards and bite-sized lessons are all aspects of the Duolingo app that make learning fun and engaging

Our founders made two very important decisions early on that were instrumental in reaching a broad, global audience of language learners: Duolingo would be a free product, and Duolingo would make learning fun. Learning new languages is hard, and they saw an opportunity to motivate a community of learners with a gamified interface and delightful learning experience.

Today, we offer 40 languages across over 100 courses, completely free to anyone with a smartphone or computer. Users do have the option of paying for a subscription that removes ads and includes other features, called Super Duolingo. Our subscribers help us further our mission by providing the resources we use to make our products better and to reach more learners around the world.

Duolingo is universally available with extensive global reach

For the quarter ended March 31, 2022, the Duolingo app served 20.3 million daily active users (DAU) and 72.6 million monthly active users (MAU). Our user base is diversified across geographies, ages and socioeconomic statuses—we have learners in nearly every country in the world, from [refugees](#) to celebrities, and across all age groups.

Enabling quality education for refugees

To further our reach and impact, we partner with the **International Rescue Committee (IRC)** to support quality educational opportunities for refugees. This partnership began in mid-2020, when a group of Duolingo employees raised funds and in-kind donations to support the IRC's U.S.-based refugee education programs.

One of the most crucial skills for displaced people is learning the language of their new community in order to find and secure employment, access critical services they need, and provide education for them and their families. We launched a pilot program where resettled refugees in the U.S. received free access to our premium subscription, Super Duolingo. We have since expanded our partnership by pledging thousands of free Super subscriptions and assisting the IRC in distributing them to those in need.

Ensuring product quality and efficacy

Our reach and impact demands product excellence. That's why we assembled a team of in-house experts in learning science and language acquisition to build our curricula. Content in our largest courses is aligned to the Common European Framework of Reference (CEFR), an international standard for language proficiency, and the pedagogical structure of each course is unique.

Of course, this rigor means nothing if the courses aren't effective for learners! We check how well we're teaching through customer feedback, and by constantly analyzing data to see how well we're teaching. We use A/B testing to optimize nearly everything related to our products, from new learning and gamification features, to our learning content, and even to the notifications that learners receive as reminders to do their lessons. These experiments help us teach better and drive engagement. We also gather live feedback from user experience research; and we run efficacy studies to understand how learners are progressing with Duolingo. All of these channels feed into our product development cycle to ensure our learning experiences are highly effective for all learners.

You can find more information about our efficacy studies at duolingo.com/efficacy.

Learner Spotlight

An aspiring advertising professional in Brazil, **Wellington Vitoriana** overcame his deep-seated fear of learning English by studying with Duolingo. He went "from someone who couldn't speak a word to someone who can actually take part in a meeting" and now uses English every day to express his creative ideas to colleagues and clients.

With these impressive new language skills formed on Duolingo, Wellington has opened up new career opportunities he never thought possible and set his sights on even more ambitious goals.



Protecting the privacy and data of our learners

Protecting the privacy and security of our customers' personal and financial data is important to Duolingo. We understand that our customers entrust us with sensitive information, and it is our responsibility to safeguard it. Additionally, we are transparent about our data collection and usage, details of which can be found in our [privacy policy](#).

The two most important aspects of our comprehensive data protection strategy are data privacy and data security. Data privacy relates to making sure the information we collect is treated appropriately—especially when it comes to user consent to obtain the data, and data access control. Data security is about how we protect that data from external threats.

In the past year, we have implemented several measures to enhance our data privacy and security posture. These include:

- Implementing role-based access controls to prevent unauthorized access to customer data
- Deploying an advanced web application firewall to detect exploitation attempts and mitigate DDoS attacks
- Regularly conducting cybersecurity risk audits to identify and mitigate potential vulnerabilities (including penetration testing and cloud security assessments)
- Providing annual employee training on data privacy and cybersecurity best practices

We have also maintained General Data Protection Regulation (“GDPR”) compliance since 2018 and we received our SOC 2 Type I attestation report in early 2023. What’s more, we are positioned to accelerate the implementation of data security enhancements further and to expand our compliance certifications to other information security standards in 2023 and 2024.

Despite these efforts, we recognize that no system is foolproof and that data breaches can occur. In the unlikely event of a breach, we have processes in place to promptly investigate, contain, and remediate any potential impact on our customers.

At Duolingo, we believe that our commitment to data privacy and cybersecurity is essential not only for the protection of our customers, but also for the overall success and reputation of our company. We will continue to prioritize these efforts and make necessary investments to promote the security of our customers' personal and financial data.

The Duolingo English Test (DET)

The Duolingo English Test represents a core part of our mission by opening up educational opportunities to people around the world.

Accessibility, Reliability, and Cost

Every year, millions of non-native English speakers around the world must take an English proficiency test in order to study abroad or immigrate to a different country. For those in developing countries, such tests represent one of the most important requirements to studying or living abroad — not the language requirement itself, but because of the challenges involved in taking the test:

- **Accessibility:** Other English language tests require test takers to visit a test center. Yet hundreds of millions of people live in countries without any suitable test centers. Even where test centers are available, millions of people must compete for only a handful of testing slots available each year
- **Reliability:** Even if test centers are available, the COVID pandemic, human conflict (as seen in Afghanistan, Syria, and Ukraine), environmental disasters (such as the 2022 Pakistani floods), and pandemic restrictions have led to the widespread closure of test centers
- **Cost:** Other English language tests are expensive. For many immigrants, taking an English language test is the single most expensive part of an application, costing months of salary in a developing country

These barriers are familiar to any immigrant who has gone through such an experience. When Luis wanted to apply to college in the United States, he had to travel outside of Guatemala to take an English language test. Though he was fortunate to be able to do so, this was a costly, time-consuming trip that many other Guatemalans were not able to afford. This formative experience with English proficiency testing is why the Duolingo English Test remains so important to him, and Duolingo, today.

Impact of the Duolingo English Test

The Duolingo English Test profoundly reduces such accessibility, reliability, and affordability barriers to a better life abroad. We leverage AI and our educational expertise to provide an accurate and secure English language test that costs up to 80% less than other tests, and is available to anyone with an internet connection and a computer.



"I never imagined that a person like me would ever have the chance to go to a school like Princeton. I come from rural Rwanda, where my family of 7 lives on 1600 USD a year. It would be unthinkable to pay hundreds of dollars (and travel hours to Kigali) just for me to take a traditional English test. But the DET made it possible.

Not only was it the first time I could afford to take such a test, but it was also the first test I ever took where I didn't feel like my physical disability was holding me back. **The DET is why I am at Princeton today.** When I graduate, my dream is to launch a startup that will change the lives of others, the same way the DET changed my life."

Jules Mpano, Rwanda
Princeton University '26

Measurable Impacts	2022 Results
<p>Fee Waivers</p> <p>We are the only major English language test with an established fee waiver program. We provide free tests every year to refugees, low-income test takers, and anyone else for whom cost is a barrier.</p>	<p>We provided 48,785 free tests, worth nearly \$2.5 million, to test takers in over a hundred countries. Those test takers went on to apply to over 3,400 universities around the world.</p>
<p>Global reach</p> <p>For many around the world, the Duolingo English Test is their preferred choice for a better life abroad because of its accessibility, reliability, and cost.</p>	<p>We served test takers in 213 countries and territories and over 20,000 cities, including:</p> <ul style="list-style-type: none"> • Over 140,000 tests taken from the world's least developed and lowest-income countries ¹ • Over 180,000 tests taken from countries engaged in active conflict ² • Over 34,000 tests taken from countries without a suitable test center ³

The social reach of the Duolingo English Test doesn't end after the test is completed. We've partnered with mission-driven institutions to provide free tests and monetary support to disadvantaged students and migrants across the world, in keeping with our mission to eliminate educational barriers.

The **Duolingo English Test's Access Program** has distributed tens of thousands of test fee waivers to low-income students. We've also created a first-of-its-kind partnership with the **United Nations High Commissioner for Refugees (UNHCR)** to launch a university advising program supporting 25 refugee students in India, Iraq, and South Africa. Students in the program have received offers to attend schools, including Dartmouth, Georgetown, Emory, and others, with full financial funding.

¹ We use the **United Nations** list of Least Developed Countries, or low-income countries confronting severe structural impediments to sustainable development, comprising 46 countries.

² We use the **World Population Review** list of 32 countries at war, which in turn relies on the **Uppsala Conflict Data Program**.

³ Sourced from the **UK Home Office's** list of Secure English Language Test Centres.

2022 Spotlight: Ukraine Global Scholars

Following Russia's invasion of Ukraine, we decided to deepen our partnership with Ukraine Global Scholars (UGS), one of the mission-aligned organizations affiliated with our Access Program. UGS is a non-profit organization that has helped 214 Ukrainian high school students from modest backgrounds receive \$50+ million in scholarships to top global boarding schools and universities. In exchange, students commit to return to Ukraine for 5 years to help rebuild the country. The hope is to raise a new generation of leaders capable of changing Ukraine and the world.

While we had granted UGS free DET tests in the past, we knew we could do more. It was clear that most Ukrainians intent on entering university were going to be significantly disrupted by the war and would likely lose all access to in-person English language testing.

After meeting with the UGS staff to establish the most critical needs for their students, we committed to:

1. Donating \$25,000 to UGS as part of Duolingo's commitment to reallocate all profits made through our Ukrainian language course to support relief efforts. This money has been earmarked for gap funding for UGS students entering university in the upcoming years.
2. Providing as many free DET tests as UGS needs for their current and future cohorts, as well as supporting students affiliated with a side venture, Ukrainian Global University. To date, we have extended over 2,000 free DETs with a value of nearly \$100,000.

By using the DET, UGS was able to nearly eliminate spending on English language assessments, previously one of the largest portions of their university budget. Not only was UGS able to vet their incoming cohorts of students, but they have also been able to apply to university programs around the world. Thanks to the DET, UGS students have since been admitted to some of the U.S.'s most prestigious universities, including Brown, Cornell, Harvard, Vanderbilt, and Yale.

Our People

Our employees, known internally as “Duos,” are fundamental to successfully carrying out our mission. When Luis and Severin started Duolingo, they set out to build an environment where people enjoy coming to work and feel like they belong.

Our approach to people is focused around the following:

Attracting and retaining exceptionally skilled talent

At Duolingo, we recruit world-class talent, and run a rigorous, multi-step interview process. We hire people who are exceptionally skilled in their craft, and we would rather take our time to fill a role than find someone who is just “good enough” for the position. We believe we are able to retain amazing talent due to our strong mission, collaborative and kind culture, innovative products, and competitive compensation and benefits.



Mission-focused culture

At Duolingo, we have people who are passionate about our mission and want to use their expertise to change the world for the better. Our culture is further defined by two of our **operating principles**: “Candid and Kind” and “One for All.” The combination of excellent technical craft with a mission-driven, collaborative and kind culture is our secret sauce, setting us apart from other tech employers and enabling high employee retention.

Investing in Duos

We take the long view on our people, believing that each Duo will have a significant impact on the company over the long term. For this reason, all Duos have equity in Duolingo, because we believe that owning a piece of Duolingo creates the right incentive for everyone to invest in the future of the company. It also encourages Duos to “Take the Long View”, another one of our operating principles. We also prioritize employee development, providing training at milestones in each Duo’s journey, like becoming a first-time manager. We also lean into developing early career talent, and a significant fraction of our new hires every year are recent college graduates. Our internship program has been recognized repeatedly for the opportunities, training, and mentorship it provides to students. Many of yesterday’s interns and new grads are leaders at Duolingo today.

Employee engagement

We believe that company transparency and open communication lead to a stronger company culture. We ensure there are channels for regular two-way conversations with Duos, including a weekly company-wide meeting, as well as a separate weekly Q&A where any Duo can ask any question and have it answered by executive leadership. We also conduct formal employee engagement surveys twice a year.

Attractive benefits

We are proud of the comprehensive benefits package we have created to support Duos. In addition to standard medical, dental, and retirement plan benefits, we offer our employees mental health resources, fertility and family planning support, a learning budget, transportation stipends, and more. We offer a flexible in-office schedule where Duos can work from home 2 days a week, generous paid time off, including a companywide 2-week break during the holiday season, and a 1-hour lunch break every day where Duos join together and enjoy company-provided lunches.

Diversity, Equity, Inclusion and Belonging

As we strive for a more equitable, inclusive world, we also strive to promote fairness in opportunity and access in our workforce and workplace. We have worked hard to build a diverse organization with strong global representation. As of the end of 2022, nearly half of our company was female-identifying and collectively we speak over 30 languages. We also track international diversity by measuring the percent of our global workforce that has a native language other than English.

We have established a workplace Diversity, Equity, Inclusion and Belonging (DEIB) plan with clear goals to cultivate a diverse workforce that promotes equity, inclusion, and belonging. The main areas of focus in our DEIB plan include increasing the representation of historically underrepresented groups, investing in anti-discrimination training, and additional inclusion efforts. We are tracking our progress towards our goals and regularly share updates with the company.

Recent and ongoing investments to help us achieve our DEIB goals include:

Inclusive hiring practices

We invest a lot of time and effort in our hiring process, including working to promote diversity in our candidate pipelines. We focus outreach on diverse pools of candidates to promote strong representation, collect and analyze data to identify opportunities to improve our hiring process, and invest in training interviewers to avoid bias. We also continue to build our network and relationships with national diversity-focused organizations, and we participate in diversity-focused hackathons, conferences, and other events to expand our outreach to candidates from historically underrepresented backgrounds. To foster inclusion and belonging for candidates, we work to create job descriptions that are gender neutral with minimal jargon, and aim for diverse interviewing panels.

Thrive Program

The Duolingo Thrive Program is an immersive 10-week summer internship that provides rising college juniors from communities underrepresented in tech with the opportunity to develop their technical skills and experience what it's like to work at Duolingo. During their time at Duolingo, Thrive interns work on group projects with Duolingo software engineers, and receive 1-1 mentorship. Thrive interns have the opportunity to receive return offers to our core internship program for rising seniors, which in turn is designed to convert interns into full-time employees. In 2023, we expect to have our first former Thrive interns join Duolingo as full-time employees.

Trainings

We are making it a priority to invest in learning experiences that promote inclusive behavior and anti-discrimination in the workplace. We have invested in training for all employees that covers topics including identity, bias, intersectionality, and microaggressions, as well as an additional offering focused on race and ethnicity for executive leadership.

Employee Resource Groups

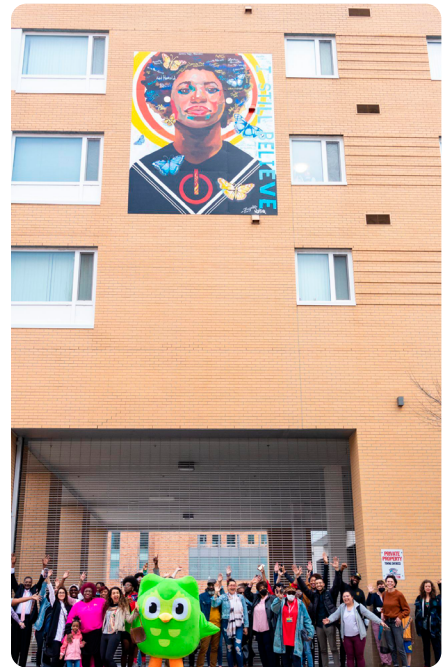
Our Employee Resource Group program addresses the unique needs and experiences of individuals in underrepresented groups and includes Women @ Duolingo, LGBTQIA+, Duolingo B.L.A.C., LatinX Duos, and International Duos. All ERGs at Duolingo receive resources, including budget and executive sponsorship, to help the group meet their goals. In addition, we have over 100 Duo-organized social clubs focused on creating a sense of community amongst employees with shared interests and/or identities.

Our Communities

We are proud to be a Pittsburgh-based company and have worked hard to be a good neighbor and global corporate citizen. To this end, 2022 marked our first full year with a dedicated Social Impact function primarily focused on defining a program of impact in our local Pittsburgh community.

2022 local community impact highlights:

- We began working with local experts and community partners to develop a signature impact program. This program centers on early childhood education in our community aimed at stabilizing early childhood businesses and ensuring that local children and families have access to high-quality care;
- We supported the installation and unveiling of **The Legacy of Butterflies**, a multimedia project that honors the “matriarchs of East Liberty,” which is the neighborhood of our Pittsburgh headquarters. This was the first commission from our Community Arts Program;



Community mural and unveiling event

- We expanded our Community Arts Program by funding projects by local individual artists and supporting organizations in our local community that serve artists and residents through arts education;
- We partnered with over 40 local nonprofit organizations through employee volunteerism, board service, hosting events, in-kind donations, and monetary support;
- The kitchen at Duolingo headquarters donated over 8,000 pounds of food to nonprofit [412 Food Rescue](#), equating to over \$20,000 in monetary value and nearly 13,000 meals;
- Duolingo matched employee donations made to over 280 unique NGOs and nonprofit organizations through our Employee Matching Gifts Program.



Kendra Ross, Head of Social Impact (2nd from left), with winners of our 2022 Community Arts Program individual artist grants

Our Planet

At Duolingo we are committed to doing our part to reduce our carbon footprint and our environmental-related impact. We expect to spend this year focusing on measuring our impact — which is mainly the emissions from our cloud hosting providers, our offices, and our business travel — and defining our climate goals. We plan to be in a position to share more in 2024.

In the meantime, we have a number of sustainability initiatives already in place:

- We offer a flexible 3+2 schedule, whereby employees can work from home two days per week, further reducing emissions from driving;
- We have purchased offsets in each of the last two years in order to neutralize our carbon emissions as calculated. While we do not control the underlying projects, these offsets have been purchased from Terrapass and Pachama in 2022 and 2023, respectively, which we currently believe to be a reputable source of such offsets;
- We offer benefits to our employees, including a stipend to walk, bike or carpool to work, to reduce commuting emissions and encourage healthy habits for our employees;
- We have recycling programs throughout our offices which includes composting;
- Our new East Liberty building received LEED silver certification;
- We donated over 8,000 lbs of food in 2022 that help reduce waste and associated emissions;
- We strive to reduce energy consumption by installing an adequate number of lighting controls for users, such as timers, occupancy sensors, and advanced controls that allow for direct and indirect lighting in our workspaces. Additionally, we're working on transitioning all of our lighting to LED.

We will continue striving to reduce the environmental impact of our day-to-day operations and defining our approach to sustainability, and we look forward to sharing our progress over time.

