2024 Environmental Social Governance Report

OUR APPROACH

Our Environmental, Social and Governance (ESG) framework is informed by relevant reporting frameworks – including the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and Task Force on Climate-Related Financial Disclosures (TCFD).

ENVIRONMENT


MR. PLANKTON

GOVERNANCE


SWEET TOOTH

INTRODUCTION


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SOCIAL


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APPENDIX

Introduction

At Netflix, we're on a mission to entertain the world with amazing films, series and games that inspire and thrill audiences everywhere. It's an ambitious goal and why we work hard to manage our business responsibly and for the long term.

Our latest ESG Report reflects our work and progress in support of our mission. In this report, you'll find that we continue to:

Decarbonize our operations, including the productions of our films and series

Environment →

Invest in **our people** around the world and develop the next generation of talent

Social →

Maintain our **corporate governance** structure to support healthy growth and create long-term shareholder value

Governance →

Our progress in these areas, combined with a strong slate of high quality shows and movies, help us on our journey to build the most loved and valued entertainment company for our members, creators and shareholders.

About Netflix

founded in **1997**

public in **2002**

first slate of original programming released **2013**

Today

approximate employees[1] **14k**

estimated audience **700m+**

languages streamed **50+**

countries streamed **190+**

countries where films and series are created **50+**

1 As of December 31, 2024

ENVIRONMENT

We are working to modernize our operations and productions to be more efficient and sustainable, engaging with business partners and vendors to decarbonize our value chain, managing climate risks and supporting creators who want to highlight sustainability on screen.

› OUTER BANKS

Sustainability Strategy

Sustainability in Our Operations and Value Chain

Netflix established climate targets in 2021 to align our business with the global transition to a clean economy. These targets are measured in years, not decades.

Our Climate Targets

We continue to make progress against our targets:

1

Reduce our emissions by roughly half by 2030[2]

2

Match our remaining emissions from 2022 onwards through investments in verified natural climate solutions and super pollutant (e.g., methane) destruction, in support of global net zero goals

Beyond 2030, Netflix will continue to reduce our emissions in line with the latest climate science until global net zero is achieved.[3]

2 Refer to the "Decarbonization Target" table for our specific emissions reduction targets, which have been validated by the Science Based Targets Initiative (SBTi).

3 There is currently a lack of alignment, clarity, and harmonization around the universal definition of organizational net zero. We are monitoring the development of standards and frameworks and expect to align future targets.

Decarbonization Target

	Fuel	Electricity	Value Chain
Netflix Emissions Reduction Actions	Energy Efficiency Electric Vehicles Clean Mobile Power Renewable Fuels	Energy Efficiency Renewable Energy Provider Engagement	Demand Signaling Technology Accelerators Educational Offerings
Target SBTi-Validated	**46%** Absolute Reduction in Scopes 1 and 2 Emissions (from a 2019 baseline)		**55%** Intensity Reduction in Scope 3 Emissions (per million $ value added[4] from a 2019 baseline)
Terminology	Our **"Sphere of Control"** Absolute Reduction Goal		Our **"Sphere of Influence"** Intensity Reduction Goal

4 "Value Added" is a term used by SBTi. For Netflix, this is derived by subtracting "Cost of Revenues" from "Revenues", both of which are reported in our public financial statements.

We achieve these targets through measuring, reducing and matching our emissions:

Measuring Our Emissions: We calculate our greenhouse gas (GHG) emissions ("Carbon Footprint") annually in accordance with the Greenhouse Gas Protocol, and receive third party assurance from Ernst & Young LLP (EY). This helps us track progress and prioritize our actions.

Reducing Our Emissions: We work to reduce our Scopes 1 (fuel), 2 (electricity) and 3 (value chain) emissions in line with our science-based targets, and report our progress along the way. We continuously measure our progress through specific emissions avoidance tracking and our annual emissions accounting.[5] Learn about our specific efforts in our operations and value chain sections of the report.

Matching Our Remaining Emissions: In addition to reducing emissions, each year (starting in 2022) we match a) non-renewable electricity use with renewable energy credits, where possible, and b) all remaining emissions across Scopes 1-3 by purchasing and retiring third-party verified carbon credits.

To help guide us, in 2021 we created an independent Advisory Group made up of scientists and other experts.

Full List

5 Emissions reductions noted throughout the report are based on a comparison of actual annual emissions between years as noted.

Our Carbon Footprint

We measure our carbon footprint by collecting, validating, and calculating data from across the business. These annual emissions totals inform our strategy and serve as a measure of progress against our reduction targets. Our independent accountants, EY, have provided limited assurance over our 2020-2024 Scopes 1, 2 and 3 GHG inventories[6] and our retirement of carbon credits (refer to the assurance letter here).

		2019	2020	2021	2022	2023	2024
MARKET-BASED (Metric Tons CO_2e) Market-based reporting reflects emissions from the specific electricity Netflix purchases. It takes into account direct energy contracts with suppliers and/or energy attribute certificates such as renewable energy certificates (RECs).	**Scope 1**	51,487	30,883	62,815	59,388	25,790	50,488
	Scope 2	565	141	0	0	0	0
	Scope 3	1,192,659	1,020,541	1,466,497	1,086,833	817,317	986,738
	TOTAL	**1,244,711**	**1,051,565**	**1,529,312**	**1,146,221**	**843,107**	**1,037,226**
LOCATION-BASED (Metric Tons CO_2e) Location-based reporting calculates emissions based on the average emission intensity of the power grid Netflix locations are physically connected to. It does not take into account electricity contracts that may be in place.	**Scope 1**	51,487	30,883	62,815	59,388	25,790	50,488
	Scope 2	26,594	28,585	42,291	41,411	30,303	40,684
	Scope 3	1,234,936	1,067,778	1,471,243	1,110,989	840,778	1,037,952
	TOTAL	**1,313,017**	**1,127,246**	**1,576,349**	**1,211,788**	**896,871**	**1,129,124**
TARGET-BASED (Metric Tons CO_2e) Target-based reporting, specific to Netflix, uses EY assured emissions data and accounting methodologies, excluding the application of retail RECs in our Scopes 2 and 3 emissions and incorporating the emissions reductions associated with sustainable aviation fuel certificates (SAFc) in our Scopes 1 and 3 emissions. Refer to the appendix for further details.	**Scope 1**	51,487	30,883	62,815	59,388	25,790	49,647
	Scope 2	26,317	29,356	31,937	23,622	15,281	25,353
	TOTAL (Scopes 1 and 2)	**77,804**	**60,239**	**94,752**	**83,010**	**41,071**	**75,000**
	Scope 3 SBTi Boundary[7] (Metric Tons CO_2e)	867,804	745,436	1,043,612	805,704	646,848	862,884
	Value Added ($ millions, refer to footnote 4)	7,716	9,720	12,365	12,447	14,008	17,963
	Scope 3 Target-Based Intensity (Metric Tons CO_2e per $ value added)	112	77	84	65	46	48

6 Refer to the appendix for details about our emissions inventory methodology, footprint boundaries and data management process.

7 The SBTi standard requires companies to include approximately two-thirds of their baseline emissions in their Scope 3 emissions reduction target, so this line represents the Scope 3 categories within the boundaries of our SBTi-validated target.

^ GRISELDA

^ THE ROAST OF TOM BRADY

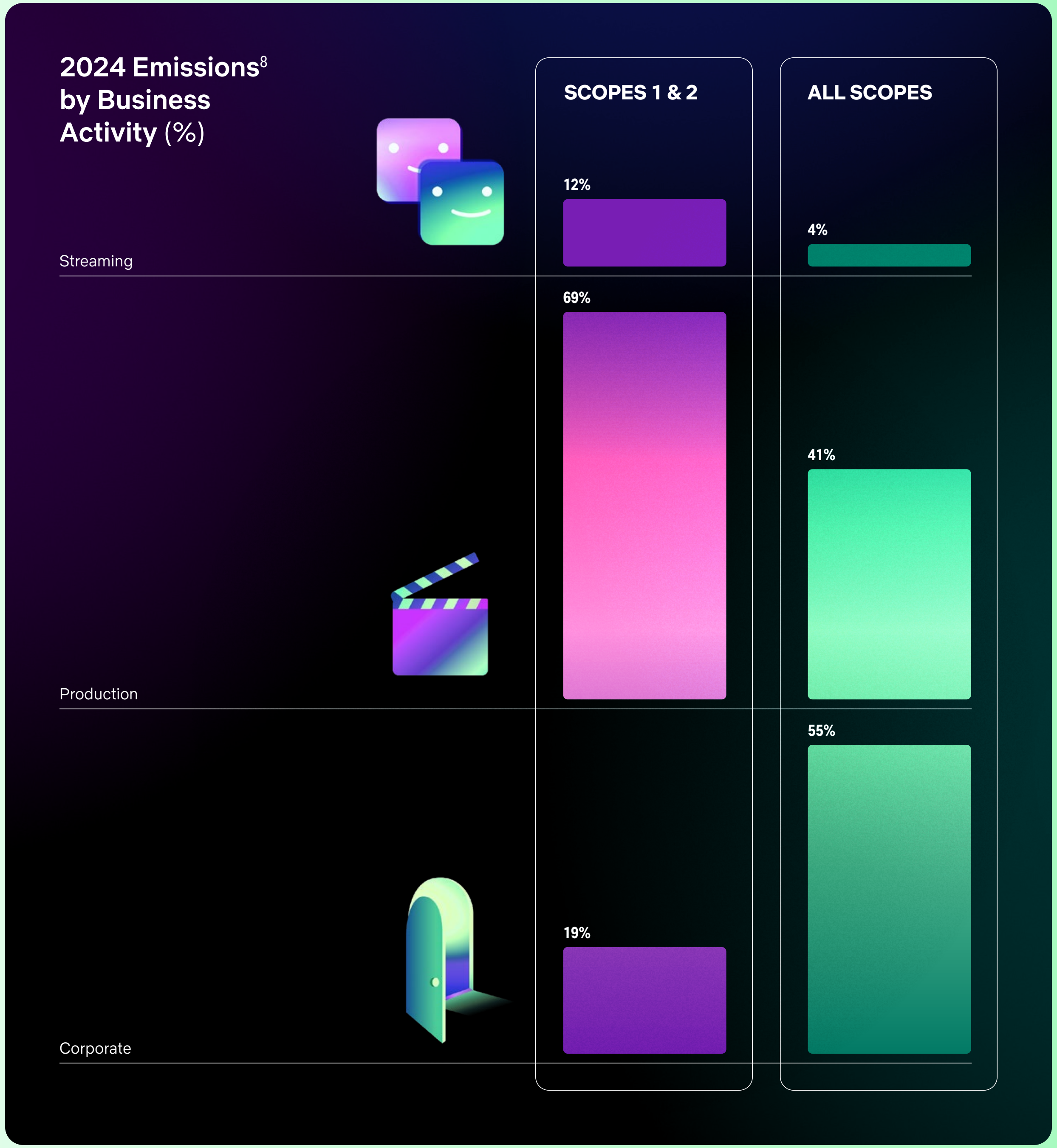
We measure and report progress against our emissions reduction target using the “target-based” method.

Refer to the appendix data tables for a complete view of our GHG emissions inventory and a breakdown by emissions Scopes.

ESG Data Table →

Carbon Footprint by Business Activity

On average, our principal source of emissions comes from the production of films, series and games (“production”), but we see variability in production volumes from year to year that can shift the emissions breakdown. In 2024, our largest source of emissions (Scopes 1-3) came from corporate operations & procurement (“corporate”), followed by production, and lastly a small percentage from our streaming delivery infrastructure and data center providers (“streaming”). For Netflix’s direct operations (i.e., Scopes 1 & 2), emissions from the making of films, series and games remain the clear majority of annual emissions.



8 Target-Based Emissions, as defined in the appendix GHG Emissions Inventory Methodology.


A MAN ON THE INSIDE


LA DOLCE VILLA

Our Operations

As a global entertainment company, we operate across the world. The vast majority of the properties where we have our operations are leased facilities (approximately 90% by floor space), including most of our corporate offices. For the sites we own or where we have long term leases, including some of our production studios, we have more operational control and can seek more opportunities to optimize and decarbonize the facilities.

This strategy allows us to leverage the solutions available today while helping to accelerate the supply of solutions tomorrow. For example, while energy efficiency and renewable energy remain mature and cost-effective in many markets, and can be deployed at scale now, clean mobile power and electric vans/trucks remain less available technologies. That means they will deliver most of their emissions reductions for Netflix in the latter half of this decade as we scale these solutions. Watch the video below to see our recent decarbonization efforts across our four key levers come to life in our studios and productions.

Tracking progress against our Science-Based Target for Scopes 1 and 2 emissions

Emissions Reductions Plan

To meet our emissions reduction objectives in our operations, we continue to focus on four key levers:

Energy Efficiency
Identifying the efficiency improvements with the highest return on investment for energy used in our offices and studios

Vehicle Electrification
Transitioning from vehicles that use fossil fuels to electric and/or low-carbon alternatives

Clean Mobile Power
Using alternatives to diesel generators on productions

Renewable Energy
Using renewable sources of electricity and fuels

We approach these four levers using a framework in which we first optimize energy use, then electrify it and decarbonize the rest (OED).

Optimize
We conduct energy efficiency audits, optimize vehicle fleet operations, right-size vehicles and mobile power and give preference to more efficient equipment.

Electrify
We are working to electrify the equipment that uses the most fuel, such as vehicles, buildings and generators. Where available, we use electric motors, which are more efficient, quieter, produce fewer fumes and are more sustainable because electricity is more easily decarbonized than liquid fuels. Across our productions, we've increased the use of mobile batteries and hydrogen-battery powered generators in place of fossil-fuel powered generators. And we are also replacing internal combustion engine vehicles with electric, plug-in hybrid and hybrid vehicles.

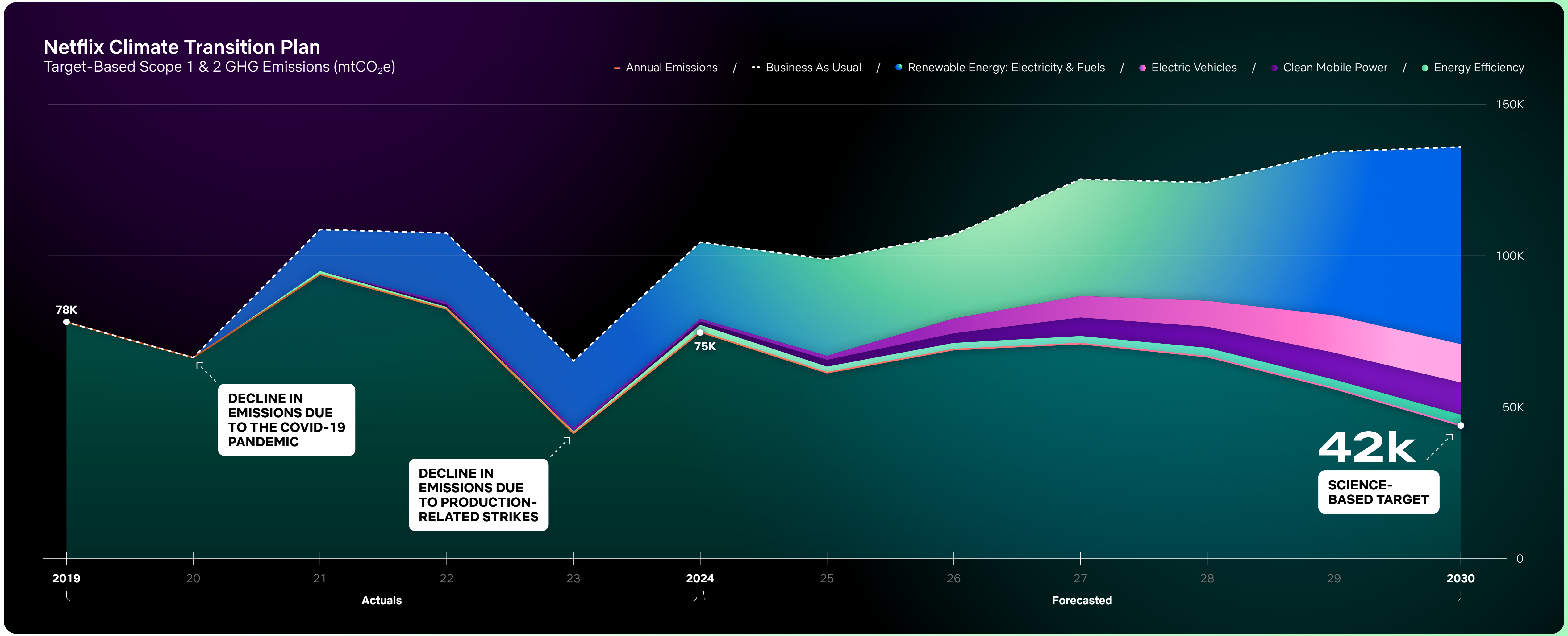
Decarbonize
When electrification isn't possible, we decarbonize the remaining emissions by installing and purchasing renewable electricity and procuring sustainable fuels.

2024 Progress

Each year, we develop and further refine our plan to meet our Scopes 1 and 2 emissions targets, and the decarbonization levers that will get us there.

- **Emissions Reductions** – While absolute 2024 Scopes 1 and 2 target-based emissions were higher[9] year over year, they were 4% lower than our baseline year of 2019, despite significant growth of the business during that time. As previously noted, the unevenness year over year is directly related to the work stoppages in 2023 stemming from the WGA and SAG-AFTRA strikes, leading to abnormally low emissions totals that year, followed by a return to work in 2024.
- **Avoided Emissions** – The combined impact of our emissions reductions initiatives across our four decarbonization levers in 2024 was significant. Absent these actions, the Scopes 1 and 2 emissions totals would have been approximately 35% higher.
- **Progress** – Despite the majority of our emission reductions coming from renewable energy and sustainable fuels, we also made year-over-year progress integrating electric and low-carbon vehicles and clean mobile power in productions, which helped us to avoid over 200,000 gallons in fuel use.

9 In addition to emissions reductions from our decarbonization efforts, external factors also influence the calculated emissions total, including data improvements (e.g., improved data quality, updated emissions factors) and changes in core business activities from year to year (e.g., number of directly managed vs. partner-managed productions which can shift the emissions between Scopes).



2024 Scopes 1 and 2 Avoided Emissions Summary Table

EMISSION REDUCTION LEVERS	AVOIDED EMISSIONS[10] (mtCO_2e)			
ACTION	**2021**	**2022**	**2023**	**2024**
Energy Efficiency	0	213	173	838
Vehicle Electrification	29	158	47	558
Clean Mobile Power	107	1,178	417	1,325
Renewable Energy (electricity & fuels)	14,074	23,954	21,980	25,780
TOTAL	**14,210**	**25,503**	**22,617**	**28,501**

10 For all interventions that are implemented in an effort to reduce carbon emissions, compared to what would have happened absent any intervention, we conduct detailed internal analysis to estimate the emissions impact ("Avoided Emissions").


^ CARRY ON

Powering Operations with Renewable Energy

Renewable Electricity

In 2024, we continued to supply our global operations with renewable electricity through a range of approaches that include onsite generation, as well as utility- and landlord-supplied clean electricity. As part of our public climate target to match remaining emissions annually, we matched 100% of our global electricity use[11] through the retirement of Renewable Energy Credits, such as RECs. In keeping with the target-based method we use to track our progress, we do not count retail RECs against our Scope 2 climate targets because we recognize that not all renewable energy supply is the same in terms of its impact when it comes to driving emissions reductions. By not counting annual retail REC purchases towards our target, it incentivizes us to increase the proportion of onsite generation, utility- and landlord-supplied clean electricity and direct sourcing from offsite projects. We continue to evaluate opportunities to expand these forms of renewable electricity supply where our operational control or influence allows.

Renewable Fuels

To address Netflix business aviation emissions in 2024, we secured more than 440,000 gallons of Sustainable Aviation Fuel (SAF) blend (a 30/70 SAF to Jet-A blend replacement fuel that incorporates lower emissions alternatives). We also helped to accelerate the market supply for SAF as a founding member of the Sustainable Aviation Buyers Alliance (SABA).

While we strive to implement zero-emissions solutions where possible, we can also achieve meaningful near-term reductions by utilizing fuels that have significantly lower life cycle emissions compared to fossil fuels. In 2024, we fueled both production vehicles and mobile generators with nearly 200,000 gallons of renewable diesel and heated our facilities with over 60,000 therms of renewable natural gas as we worked toward longer-term decarbonization of our productions.

11 Refer to the appendix for our global electricity consumption data.


^ FOREVER

Reducing Studio Emissions through Energy Efficiency and Electrification

Optimize | Electrify | Decarbonize

NETFLIX STUDIOS ALBUQUERQUE *ALBUQUERQUE, NM*

GEOTHERMAL HEATING & COOLING

An onsite geothermal system utilizes the natural constant temperature deep underground for highly efficient heating and cooling of the campus.[12] The entire system is powered by electricity, which when supplied by 100% clean electricity (refer to the Decarbonize column), makes the heating and cooling of the studio expansion zero emissions.

EV CHARGING

50+ electric vehicle (EV) chargers are available on the campus, including 10 DC fast chargers, making Netflix Albuquerque one of the first major studio campuses to include onsite fast charging available to productions.

SOLAR & STORAGE

The entire Albuquerque campus (both existing and expansion lots) will soon be powered by 100% solar energy generated and stored onsite. A 5MW solar and 3MW battery energy storage system is currently under construction, and is anticipated to come online later in 2025. Together, these features will help us reduce the studio's carbon footprint, all while lowering operating costs.

NETFLIX LONGCROSS STUDIO *LONGCROSS, UK*

ENERGY EFFICIENCY MEASURES

Buildings have been fully renovated with a newly constructed stage that includes energy efficient building envelopes and lighting.

CLEAN POWER & EV CHARGING

Increased availability of electrical power to many stages and workshops, allowing productions to eliminate their previous reliance on diesel generators for power needs. Electric heating and cooling to reduce onsite fossil fuel usage. EV charging stations, including 6 Ultra Rapid Charging ports (up to 300kW) and 6 Rapid Charging ports (up to 50 kW).

RENEWABLE ELECTRICITY

We signed a multiyear agreement to source 100% renewable electricity for the studio.

12 Traditionally, studio campus heating and cooling is powered by natural gas or propane combustion in the winter, and electricity intensive air conditioning in the warmer months.

Reducing Emissions on Set through Clean Mobile Power and Vehicle Electrification

As previously noted, emissions stemming from the physical production of directly-managed Netflix productions make up over two-thirds of our Scopes 1 and 2 emissions. To reduce emissions on set, we are focusing our efforts on: (1) **clean mobile power**, replacing diesel generators and (2) **vehicle electrification**, replacing diesel and gasoline-powered vehicles with EVs and other low emissions vehicles.[13]

In 2024, we continued to use clean technologies on all of the scripted productions Netflix directly manages. We employ global, regional and local production sustainability experts who work with the production teams to identify opportunities that take advantage of the cleaner technologies, power and fuels available in that region. We also maintain a website to introduce our direct and partner-managed productions to the latest clean technologies available in their regions.

Clean Mobile Power

Using diesel generators for temporary or supplemental power has long been an entertainment industry default. Clean technology solutions are now coming to market — reducing costly diesel generator use, while saving fuel and reducing air and noise pollution on set. By co-founding the Clean Mobile Power Initiative, we collaborate with the industry to help scale these solutions.

In 2024, all[14] of the scripted productions that Netflix directly managed incorporated clean mobile power solutions. We are beginning to see meaningful fuel reductions from diesel generators through the use of clean mobile power – almost half of the productions we directly managed reduced their generator fuel use by more than 20%, with 15% of all productions cutting their generator fuel use by more than half.

13 Our production vehicle fleets and mobile power equipment are rented, meaning we have to partner with local equipment suppliers to make sustainable alternatives to fossil-fuel powered equipment available to our productions.

14 Excluding multiple camera productions which are 100% studio based and don't require generators.

Vehicle Electrification

Thousands of vehicles are rented for productions directly managed by Netflix and those we partner with others to produce, and the default has been fossil fuel vehicles based on availability. We recognize our industry is in the early days of EV deployment. However, by engaging with transportation vendors and production teams in each region, 98% of the scripted productions Netflix directly managed in 2024 incorporated low carbon vehicles, with 88% using at least one all-electric vehicle. In 2024, we began piloting medium duty electric trucks in productions, including: 5-ton EV box trucks in Vancouver, BC; EV Shorty 40 box trucks in Albuquerque, NM and Los Angeles, CA; and flatbed EV trucks in the United Kingdom. We also continued to install EV charging infrastructure, bringing DC fast charging to studios in Los Angeles, Albuquerque, and the United Kingdom. To supplement these permanent charging solutions, we deploy temporary DC fast charging equipment for studios without adequate EV charging infrastructure.

RANSOM CANYON

Ransom Canyon is a modern-day western saga starring Josh Duhamel and Minka Kelly. On screen, land and legacy go hand-in-hand throughout the story. Off screen, the crew embraced innovative and sustainable production technologies to help preserve the land and leave behind a cleaner, safer legacy. Filmed in New Mexico, the series became the first Netflix production to fully power its base camp by the sun. The production reduced its diesel generator fuel usage across all equipment by over 50% by using a mix of large mobile batteries, solar trailers, and solar battery systems.


Watch Ransom Canyon: Sustainability on Set


RANSOM CANYON


CLEAN MOBILE POWER ON SET

CLEAN MOBILE POWER ON SET

EVs ON SET

Our Value Chain

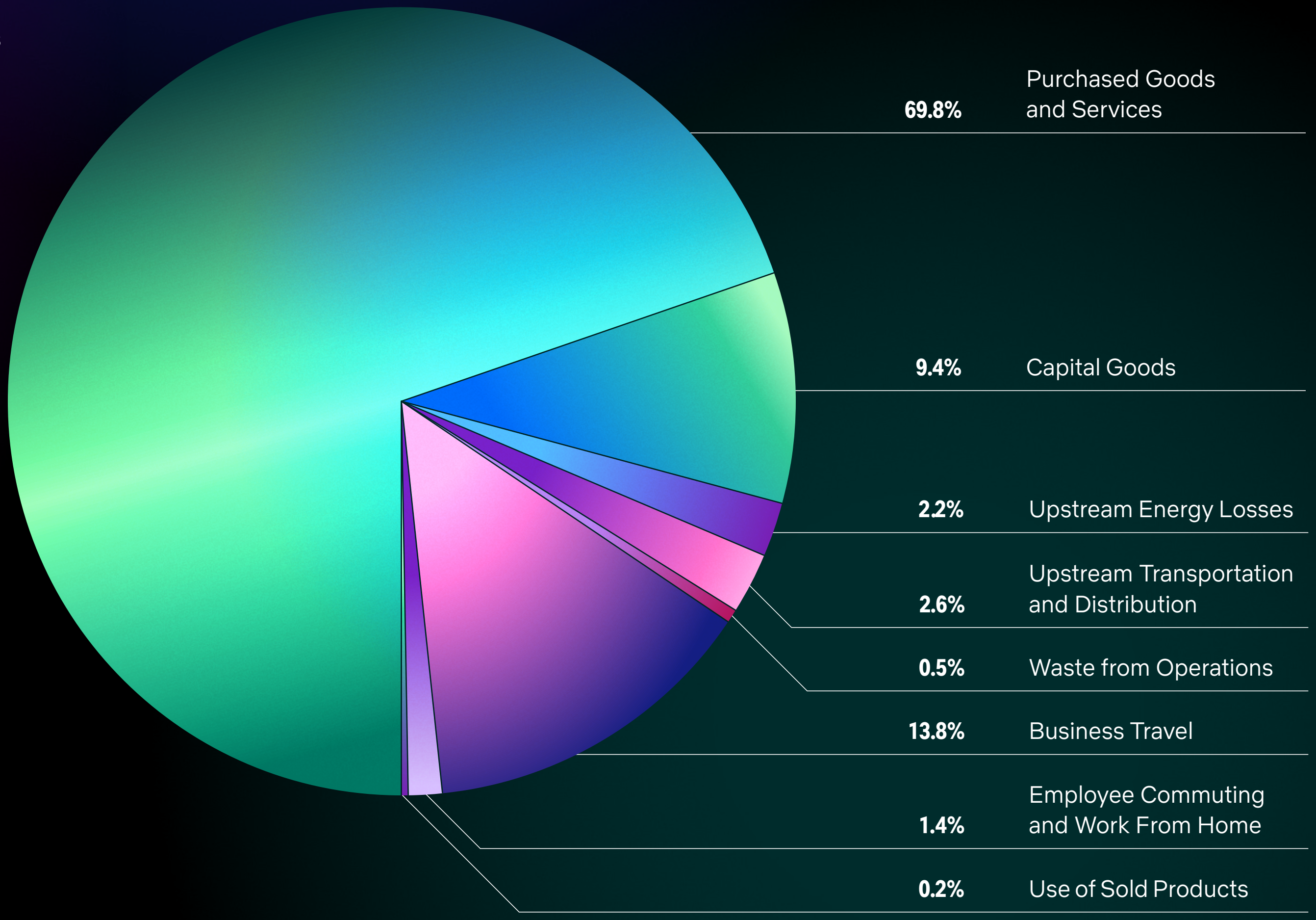
Tracking progress against our Science-Based Target for Scope 3 emissions

Our Scope 3 science-based target is to reduce emissions intensity by 55% per USD of value added[15] by 2030. A decrease in emissions intensity per dollar value added reflects Netflix's decoupling of emissions growth and business growth.

Our market-based Scope 3 emissions increased about 21% compared to last year. This unevenness is largely related to the work stoppages in 2023 stemming from the WGA and SAG-AFTRA strikes, which led to abnormally low emissions totals that year, followed by a return to work in 2024. However, we are still on track to meet our Scope 3 emissions intensity reduction target in 2030.

Scope 3 Emissions Breakdown

Scope 3 emissions make up over 90% of the GHG emissions in our footprint. Our largest sources of emissions come from the goods and services we buy from others (a combined ~80% from Purchased Goods & Services and Capital Goods, including films and series made for us by other studios), as well as Business Travel (~14%).[16]



Emissions breakdown is based on market-based Scope 3 emissions. Emissions categories that make up less than 0.2% are not represented in this chart, refer to the appendix data table for the full breakdown.

15 "Value Added" is a term used by SBTi. For Netflix, this is derived by subtracting "Cost of Revenues" from "Revenues", both of which are reported in our public financial statements.

16 Scope 3 Categories as defined by the Greenhouse Gas Protocol.

Reducing Scope 3 Emissions

While addressing Scope 3 emissions requires collaboration and systemic change, our near-term priority remains targeting high impact areas of our business:

FUEL REDUCTIONS AND CLEANTECH ADOPTION FOR PARTNER MANAGED PRODUCTIONS

Many of the titles that our members watch on Netflix are produced by other studios and third party production companies. We continuously apply learnings from the productions we manage to our partner productions to further cleantech adoption. In 2024, we continued to see adoption of these technologies across many partner-managed productions, including electrical grid tie-ins, batteries, renewable energy and the use of EVs.

RENEWABLE ENERGY FOR DIGITAL SERVICES

Netflix value chain emissions are made up in large part by electricity usage, so we're leaning into digital services to help "dematerialize" parts of our supply chain. In 2024, Netflix deployed a cloud-based suite of tools, Media Production Suite (MPS), allowing us to digitalize and streamline production processes. Both AWS and Netflix buy renewable electricity for all of the energy needed to power the infrastructure behind MPS.

SUSTAINABLE MATERIALS MANAGEMENT

We work to promote efficiency and reuse within our productions and corporate operations and collaborate with industry groups to support long-term systemic change. In 2024, we sourced lower-carbon materials in office retrofits and supported material reuse on productions, recycling assets within Netflix productions and upcycling assets to non-Netflix productions.

Sustainable Transportation in our Value Chain

We also recognize the importance of supporting emerging opportunities that, at scale, will help us reduce our Scope 3 emissions in future years. These include sustainable aviation fuel certificates via the Sustainable Aviation Buyers Alliance, and clean trucking via the Center for Green Market Activation's trucking alliance.

Cloud Services and Content Distribution Network (CDN)

Carbon Trust's white paper on the Carbon Impacts of Video Streaming determined that the use-phase emissions associated with data center and CDN operations are small (<1%) compared to the rest of the video streaming value chain. End user devices represent 89% of the total emissions, and the rest is network transmission, which is broadly independent of streaming usage.

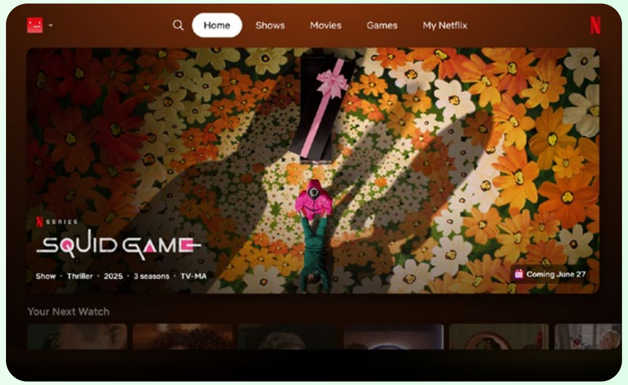
CLOUD SERVICES

For our product's data storage and cloud computation needs, Netflix partners with AWS. AWS reported via their customer carbon footprint tool that due to their renewable energy sourcing and energy efficiency initiatives, the electricity powering Netflix computing needs in 2024 was 99% renewable.

CONTENT DISTRIBUTION

When it comes to distributing content to our members, it is an ongoing effort to make the process as efficient as possible with our Open Connect program. We localize, encode and adapt our stream based on how our members are watching. We make servers available for free to Internet Service Providers who operate them in their data centers across over 6,000 locations in over 175 countries. We develop encoding technology to reduce file sizes and optimize bandwidth use while maintaining high video quality for consumers. We also encode multiple versions of the same video file, customized to the capabilities of different devices (including legacy ones) to maximize efficiency. That way, when our members press play, instead of streaming their film or series from halfway around the world, they're streaming it much more locally with optimized quality — increasing efficiency for operators while also ensuring a high-quality, smooth viewing experience.

For members who want to further optimize their streaming carbon footprint, we provide information on actionable steps they can take.



Digital Emissions

Because internet infrastructure (including data centers) is shared by such a vast number of consumers across so many services, the associated energy consumption for individual video streams is relatively efficient (i.e., ~10% of total use-phase streaming emissions).[17] By contrast, the physical devices our members use (wifi routers, streaming sticks, set top boxes and displays) drive the majority of energy consumption and emissions (~89%).

Based on globally accepted greenhouse gas accounting standards,[18] "indirect use phase emissions" fall outside of the carbon footprint boundary for Netflix. Even so, we think it is important for us to contribute to the decarbonization of the digital product lifecycle so we work in collaboration with DIMPACT. Beyond decarbonization, efficient digital infrastructure is aligned with our business goals — it costs less and offers a better quality experience for our members.

17 What the Latest Research on Streaming Emissions Tells Us

18 Per the Greenhouse Gas Protocol, indirect use-phase emissions are optional to include.

Matching Remaining Emissions

In parallel with our operational decarbonization efforts, each year we match our remaining emissions (across all three Scopes) to help meet our climate commitments and in support of global net zero goals, through investments in verified carbon credits. Netflix investments in carbon projects finance solutions that both slow the rate and curb the impact of climate change, by financing innovation in resource management and supporting projects that drive forward systems change. In alignment with climate science,[19] our purchase of carbon credits is done now, not later, and in addition to, not in lieu of, our decarbonization efforts.

In 2024, carbon credits were retired from projects that span four continents and six countries. Our projects are chosen carefully through a five step vetting process, which includes requirements for third-party verification for climate impact and issuance by carbon standards with governance in place to ensure climate additionality and durability. In addition to their environmental benefits, projects in the Netflix carbon portfolio also help to bring jobs to local economies.[20]

1

Natural Climate Solutions (NCS) include verified protection of old growth forests, restoration of degraded agricultural lands, and partnerships with local communities to steward mangrove forests for livelihood, biodiversity, and climate outcomes.[21] They also help to prevent the breakdown of the natural systems that power our global economy, while meeting the needs of those who depend on them for their livelihoods, including indigenous or lower-income communities. In 2024, we made investments in reforestation projects that harness advancements in earth observation data. Our early funding and long-term commitment make it easier and less risky for landowners and farmers to participate in these reforestation programs and make the switch to more sustainable practices.

~70%

of carbon credits retired to match remaining emissions in 2024 consisted of nature-based projects

2

Addressing **Super Pollutants** can produce rapid climate benefits.[22] Super pollutants are potent greenhouse gases such as methane, ozone-depleting substances (ODS), hydrofluorocarbons (HFCs), and nitrous oxide (N_2O) that can have up to 80 times the global warming potential of carbon dioxide. Cutting methane emissions from waste, collecting and destroying ODS from old appliances, and installing N_2O abatement technology help slow the rate of global warming near-term, giving society more time to transition to a low-carbon economy. They also bring public health benefits by reducing local air pollutants linked to cancer.

~30%

of carbon credits retired to match remaining emissions in 2024 came from a municipal landfill methane destruction project in Brazil

19 AR6 Climate Change 2022: Mitigation of Climate Change — IPCC.
20 Based on third party verified data
21 Natural climate solutions | PNAS
22 The methane imperative | Frontiers

2024 Carbon Credit Retirements

PROJECT NAME AND ID[23]	LOCATION	CREDIT TYPE	REGISTRY AND PROTOCOL	PROJECT BENEFITS	SUPPLIER	METRIC TONS
Acapa - Bajo Mira Y Frontera REDD+ Project (VCS1389)	Colombia, Nariño department	Avoidance	Verified Carbon Standard: VM0006	Supports sustainable livelihoods development, biodiversity protection, local jobs	Everland	140,435
Reforesting Degraded Lands through the use of Mycorrhizal Inoculation (VCS1055)	Chile, Regions RM, V, VI, VII, VIII	Removal	Verified Carbon Standard: AR-ACM0003	Advances biotechnology, biodiversity, local skilled jobs, soil rehabilitation	Mikro-Tek	197,329
Chyulu Hills REDD+ Project (VCS1408)	Kenya, Makueni, Taita Taveta and Kajiado Counties	Avoidance	Verified Carbon Standard: VM0009 v3 Climate Community Biodiversity Standard: 2nd Edition	CCB Gold Biodiversity protection, drought prevention, education, local jobs and alternative livelihoods	Conservation International	259,199
Salvador da Bahia Landfill Gas Management Project (CDM0052)	Brazil, Bahia	Avoidance	Clean Development Mechanism: ACM0001 v19	Reduced air pollution, local skilled jobs, increased public health	ClimatePartner GmBH	233,700
Scott River - Whiskey IFM project (ACR733)	U.S., California	Avoidance & Removals	American Carbon Registry: Improved Forest Management on Non-Federal U.S. Forestlands v1.3	Fire prevention, biochar production, watershed restoration	EFM	110,444
Scott River - Whiskey IFM projec (ACR734)	U.S., California	Avoidance & Removals	American Carbon Registry: Improved Forest Management on Non-Federal U.S. Forestlands v1.3	Fire prevention, biochar production, watershed restoration	EFM	13,169
Indigo US Project No. 1 (CAR1459)	U.S., multiple states	Removals	Climate Action Reserve Soil Enrichment Protocol v1.1	Improved soil health, increased crop productivity and yield, improved habitat and biodiversity	Cool Effect	1,900
Delta Blue Carbon - 1 (VCS2250)	Pakistan	Removals	VM0033 Methodology for Tidal Wetland and Seagrass Restoration, v2.0	Improved coastal protection, increased livelihood opportunities, ecosystem restoration	Rubicon Carbon	80,000
Total[24]						**1,036,176**

23 Exact project names and IDs as listed in the relevant carbon registry.
24 The total volume of carbon credits listed in the table, combined with an additional 1,050 $mtCO_2e$ from purchased SAF certificates (SAFc), were retired on behalf of Netflix to match our 2024 market-based emissions of 1,037,226 $mtCO_2e$. These retirements have been subject to limited assurance by EY.

Renewable Energy Credits

For all remaining non-renewable electricity and a portion of value chain electricity, we retired renewable energy credits[25] to: a) match 100% of the electricity consumption in our operations and b) match a portion of the electricity-driven emissions in our value chain. These credits come from renewable energy projects located in the same region as where the power is consumed in over 124 countries. In total, 251,333 MWh of renewable energy credits were used to match 85,539 $mtCO_2e$.

25 Renewable energy credits vary in name depending on the jurisdiction (e.g., RECs) in the U.S., Guarantees of Origin (GOs) in Europe).

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Industry Collaboration

We partner with other studios and organizations to help ensure progress made by one benefits all — and because we believe collective actions will yield positive and faster outcomes for Netflix. We do this through:

SUSTAINABLE PRODUCTION INDUSTRY GROUPS

Netflix is a member of several industry groups such as the Sustainable Entertainment Alliance (global), BAFTA's Albert (UK and global), Reel Green/On Tourne Vert/Ontario Green Screen (Canada), Green Motion (Germany), EcoProd (France), and Sustainable Screens Australia to help bring more transparency and support for sector decarbonization.

SABA SUSTAINABLE AVIATION BUYERS ALLIANCE

Netflix co-founded the Sustainable Aviation Buyers Alliance (SABA) to send market signals to producers of Sustainable Aviation Fuel (SAF) to grow supply, facilitate coordinated procurement activity and help ensure the environmental integrity of their claims. In 2024, Netflix participated in the largest ever collection of deals to purchase high-integrity SAF certificates (SAFc). Over the span of five years, members have committed nearly $200 million into the purchasing of the equivalent of 50 million gallons of high integrity SAF, which equates to 500,000 tons of abated CO_2e.

Beyond DRIVING MARKET-BASED CLIMATE ACTION

Beyond is an alliance of companies, NGOs, and technical experts driving market-based climate solutions, including growing the pipeline of high quality natural climate solutions projects.

Clean Mobile Power Initiative

Netflix founded the Clean Mobile Power Initiative (CMPI) together with The Walt Disney Company to identify and deliver cost-competitive zero emissions mobile power at scale for the entertainment industry. The long term goal is to eliminate diesel generators in top production markets.

DIMPACT Insight to action on digital carbon impacts

Through our participation in DIMPACT, Netflix collaborates with other entertainment streamers across the value chain – Internet Service Providers (ISPs), device manufacturers, and academic and industry experts to identify best practices, implement cutting edge solutions, and support smart policy that will help decarbonize video streaming and other digital emissions globally.

We also actively partner with other key cross-sector consortia to: (1) most effectively support creators, including through BAFTA and the Sustainable Entertainment Alliance and industry sustainability salons organized by the Television Academy, Academy of Motion Picture Arts & Sciences , Creative Artists Agency, Producers Guild of America (PGA), and regional Writers Guilds; and (2) monitor public policy that creates enabling environments for our work, including through CERES, Center for Climate and Energy Solutions (C2ES), Clean Energy Buyers Alliance (CEBA), Business Roundtable, Aldersgate Group, and the Motion Picture Association (MPA).

Climate Risk

Governance

The Netflix Board oversees the Company's ESG efforts with the assistance of the Nominating and Governance Committee. They receive updates on sustainability and enterprise risk management at Board meetings. Executive Management oversees decisions related to climate risk with expert input from internal teams. An annual company-wide enterprise risk management (ERM) assessment is performed, in which climate risks are considered, and the findings of this assessment are shared with our Board annually. Our sustainability program, which includes our climate-related work, is led by our Netflix Sustainability Officer.

Strategy and Risk Management

In 2024, aligned to the investor-driven Task Force on Climate-Related Disclosures framework, we performed a climate risk and opportunity assessment using scenario analysis[26] to identify climate-related physical and transition risks and opportunities for Netflix. Climate-related physical risk scenario analysis was conducted for locations that are the most integral to corporate and production operations across a diverse set of geographic locations and operation types. The analysis assessed both chronic and acute physical risks such as extreme temperatures, sea-level rise, drought, flood, wildfire, tornadoes and tropical cyclones, and impacts of extreme weather events. Transition risks and opportunities associated with a transition to a low-carbon economy were also assessed, including: emerging policies and regulations; development and implementation of new technologies, products and services; market transitions and trends; risks to reputation and public perception; and decarbonization of operations and resource efficiency.

Risks and Opportunities

Refer to details of our risks and opportunities identified during our most recent climate risk assessment in the TCFD Index in the report appendix. While the assessment was a useful exercise, the climate risks we identified were all mapped to risk mitigation strategies already in place or underway. The results of this climate risk assessment were also used as an input into our ERM assessment. When evaluated using our ERM methodology, no standalone climate-related risks were identified as significant for the company.

Metrics & Targets

Refer to our climate targets and Scopes 1, 2 and 3 GHG emissions data above. Measuring our performance against these targets over time helps to inform our climate risk assessment process, in particular our transition risks.

26 This analysis leveraged the Intergovernmental Panel on Climate Change (IPCC)'s SSP1-2.6 (1.5-2°C) and SSP5-8.5 (4-5°C) climate scenarios with projections through 2050.

^ SOCIETY OF THE SNOW

⌄ UNDER PARIS

Refer to the TCFD Index in the appendix for more information

TCFD Index →

SOCIAL

Our business is to entertain the world, which includes an estimated audience of over 700 million people across different countries, cultures, languages and tastes. To entertain an audience this global, our company needs to reflect the world and the variety of stories we tell. To help ensure our workforce is representative of the members we serve, we employ people in multiple countries around the world and work to maintain a global culture of inclusion.

› MR. PLANKTON

The Netflix Culture

We believe an important component of our success is our company culture as detailed in the "Netflix Culture Memo", which was updated in 2024. Our culture is focused on excellence, and creating an environment where talented people can thrive — lifting ourselves, each other and our audiences higher and higher. We engage employees and seek feedback through regular town halls, surveys, business reviews and memos — which we often share broadly, inviting comments.

Inclusion is one of our values in the Netflix culture memo. We aim to attract and retain great people — representing a broad array of perspectives and skills — to work together as a dream team. For more people and cultures to see themselves reflected on screen, it's important that our employee base represents the communities we serve.

^ NETFLIX TOKYO

^ NETFLIX AMSTERDAM

^ NETFLIX LONDON

^ NETFLIX SEOUL

^ NETFLIX LOS GATOS

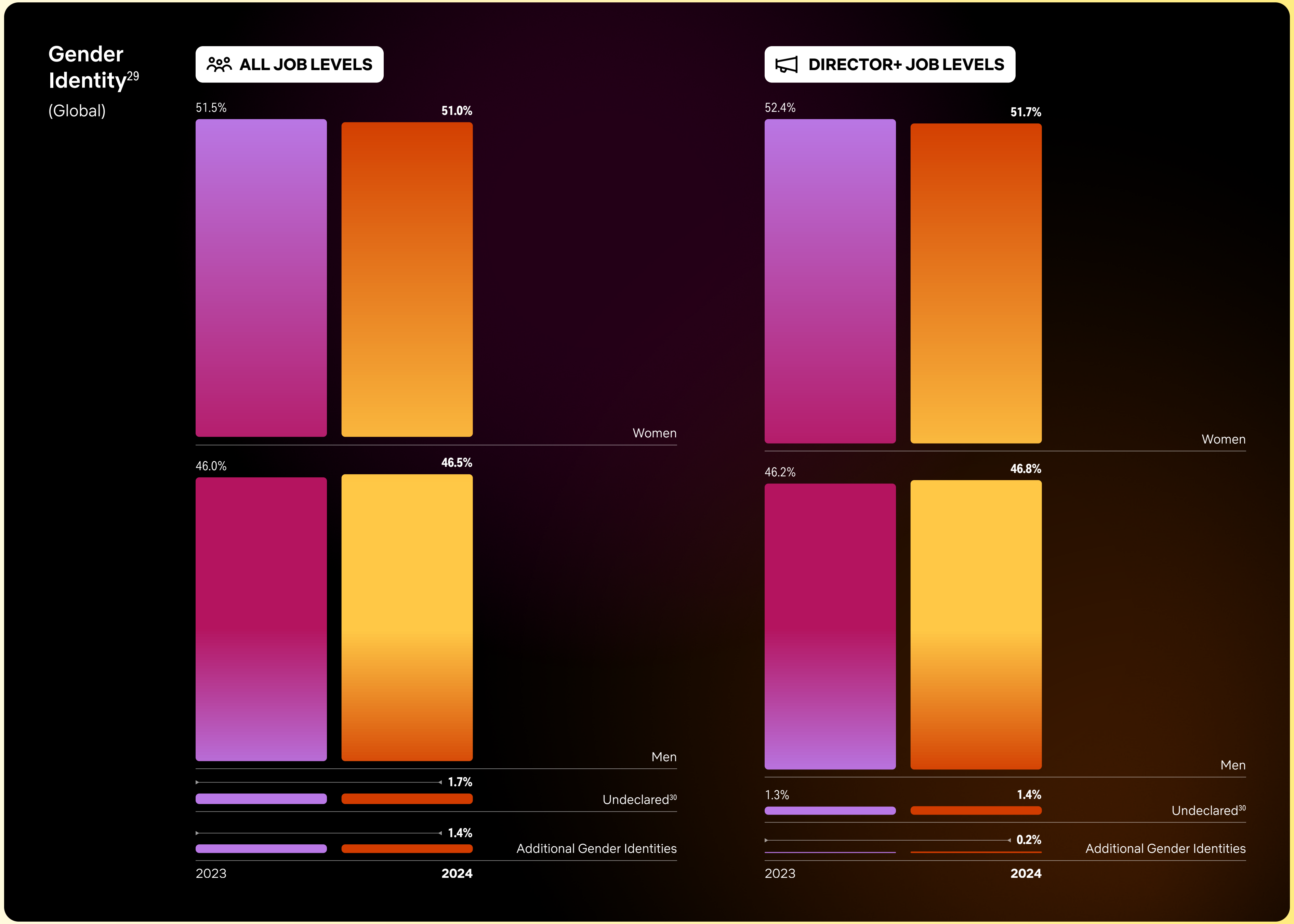
Identity
(Who we are)

Netflix uses a Self-ID survey to allow employees to self-identify voluntarily across various dimensions of identity. The data presented in this section are drawn from that self-reported data.

Gender Identity (Global)[27]

SENIOR LEADERSHIP

Of our **23** senior leaders[28]
34.8% (**8**) are women.



27 The data for gender identity represents approximately 86% of our global full-time employees as reported in our 2024 10-K, (an increase from last year's reporting levels of 78%). Employees who are not represented in this data include: those who did not complete the Self-ID survey and/or those who are located in a country where we cannot legally collect this data.

28 Data represents our leadership team as of 12/31/24. Our current leadership team, which has evolved since the end of 2024, can be found on our About Netflix website.

29 Employees can self-identify from categories outside of man or woman.

30 Undeclared means that an employee selected the option "I choose not to disclose" when completing their Self-ID survey.

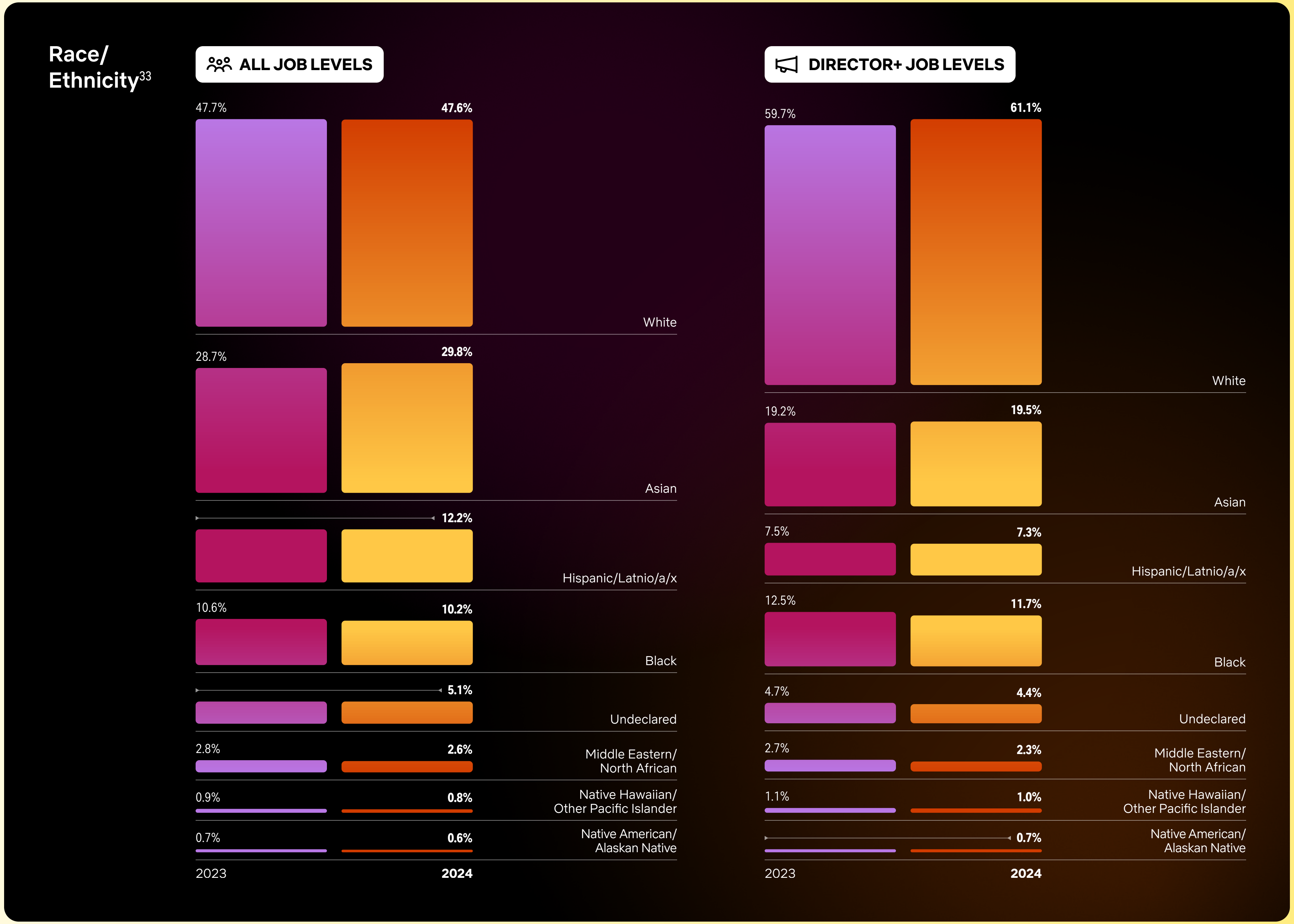
Race/Ethnicity (U.S.)[31]

SENIOR LEADERSHIP

Of the **19** U.S.-based leaders on our senior leadership team[32] in 2024, **47.4%** (**8**) self-identified as belonging to one or more underrepresented communities.

Refer also to our annual EEO-1 reports

EEO-1 Reports



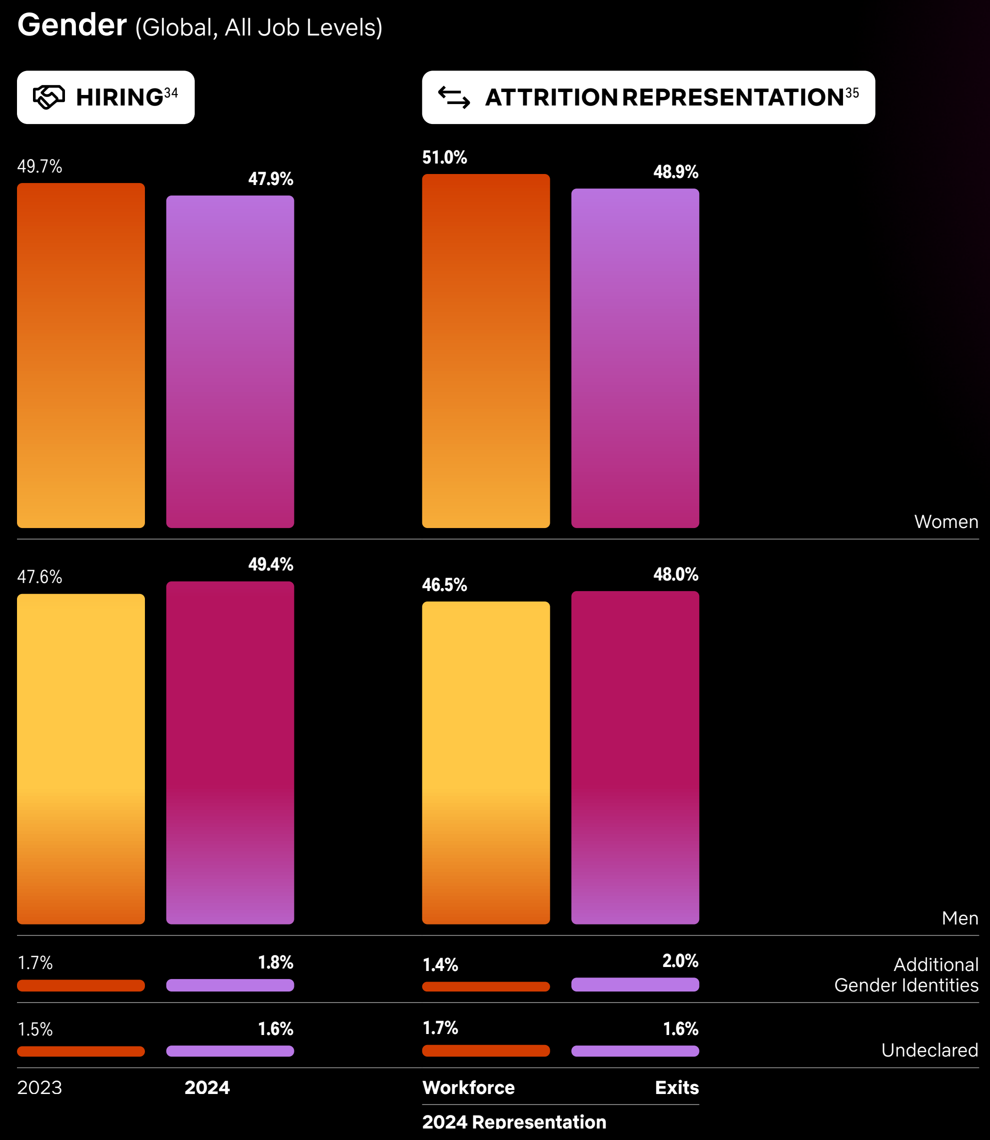
31 The data for race/ethnicity represents approximately 96% of our U.S. full-time employees as reported in our 2024 10-K (which is flat from last year's reporting levels). Employees who are not represented in this data include: those who did not complete the Self-ID survey and/or those who are located in a country where we cannot legally collect this data.

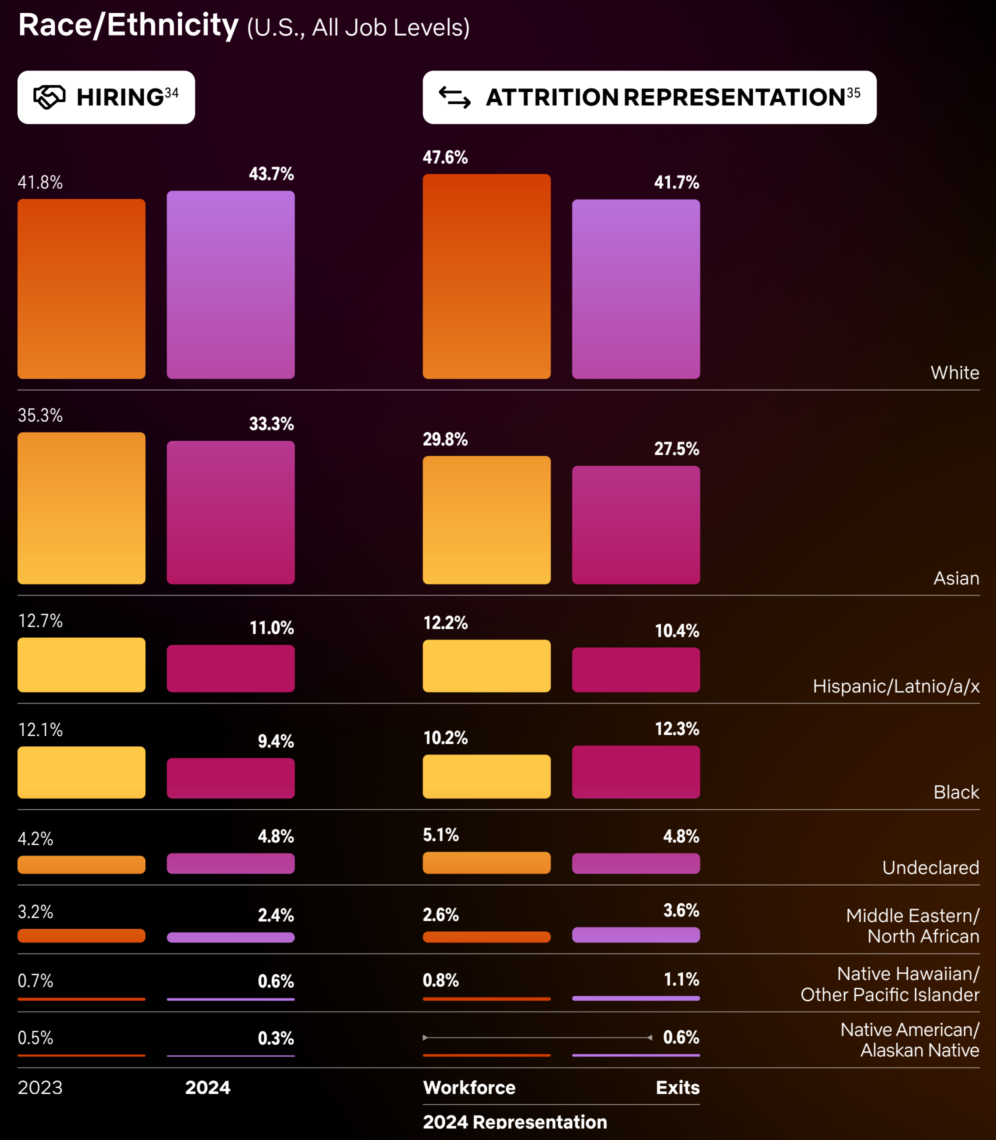
32 Data represents our leadership team as of 12/31/24. Our current leadership team, which has evolved since the end of 2024, can be found on our About Netflix website.

33 Our data collection methods allow employees to share multiple self-identities (e.g., Black and Asian compared to only "multi-race"); therefore, percentages can add up to more than 100%.

Recruitment and Retention

For Netflix, a big part of our focus on excellence is hiring people who are great at what they do and creating an environment where talent can thrive. Once someone accepts a job at Netflix, we offer benefits that prioritize the well-being of our employees.





34 Data excludes employees from acquisitions & internal transfers.

35 This data reflects exits (both voluntary and involuntary) by employees of a particular group as a percentage of total employee exits within the respective year.

Pay Equity

We are committed to paying our employees equitably. We leverage formal pay equity analyses to help ensure that employees are not being underpaid based on gender (globally) and race (U.S.) relative to others doing the same or similar work under comparable circumstances. We aim to fix any gaps we find through this analysis — and the results of this analysis are shared below. Every component of compensation[36] is used in the analysis. The pay equity data for gender represents an analysis of approximately 82% of our global full-time employees[37] (an increase from last year's reporting levels of 78%) and for race/ethnicity represents an analysis of approximately 94% of our U.S. full-time employees[37] (an increase from last year's reporting levels of 78%).

Adjusted Pay Equity

Our adjusted pay equity data represents the difference in pay between two groups (e.g., between two different gender identities), statistically adjusted for factors such as job, level and geography. We believe this methodology is the best way to measure whether we are paying our employees equitably on a like-for-like basis.

36 Including base salary, equity awards and bonus (applicable only to our Executive Officers in 2024).

37 As reported in our 2024 10-K. The data does not include employees who have not completed the Self-ID survey, those living in countries with legal restrictions on data collection and/or those for whom our job definition framework has not yet been integrated. We are committed to expanding the coverage of employees included in the pay equity analyses in an effort to include all global employees, where collection of data is allowed, and increase transparency.

38 Each employee is classified as either tech or non-tech based on their actual role vs. their organization.

Adjusted Pay Equity Data

MEN COMPARED TO WOMEN AND ADDITIONAL GENDER IDENTITIES (global)

Women and additional gender identities earn

99¢

for every

$1

earned by men

WHITE EMPLOYEES COMPARED TO EMPLOYEES FROM ONE OR MORE NON-WHITE RACIAL AND ETHNIC BACKGROUNDS (U.S.)

Employees from one or more non-White racial and ethnic backgrounds earn

$1

for every

$1

earned by white employees

Unadjusted Pay Equity

Our unadjusted pay equity data is based on median pay without applied controls. When comparing two groups (e.g., between two different gender identities), the analysis lines up all the salaries from lowest to highest and compares the median salary of each group.

Gender

Based on median pay without adjusting for factors such as job, level and geography, women and additional gender identities earn 66¢ for every $1 earned by men. Netflix effectively operates across two different business industries (entertainment and technology), each with different market pay. Market pay for tech roles is traditionally higher than for non-tech roles. To better represent these distinct employee populations, we've also broken out unadjusted pay equity between our tech and non-tech employees.[38] Women and additional gender identities in tech roles earn 82¢ for every $1 earned by men in tech roles. Women and additional gender identities in non-tech roles earn 84¢ for every $1 earned by men in non-tech roles. Within Netflix, we have a higher representation of women and additional gender identities in non-tech roles than in tech roles. As a result, the unadjusted pay gap, when the tech and non-tech populations are combined, is much lower than when they are separated.

Race/Ethnicity

Based on median pay without adjusting for factors such as job, level and geography, employees from one or more non-White racial and ethnic backgrounds earn 92¢ for every $1 earned by White employees. As explained above, we are also including the unadjusted pay equity data broken out for our tech and non-tech employees to better represent these distinct employee populations. For our employee population in tech roles, employees from one or more non-White racial and ethnic backgrounds earn 97¢ for every $1 earned by White employees. For our employee population in non-tech roles, employees from one or more non-White racial and ethnic backgrounds earn 85¢ for every $1 earned by White employees.

Visit the Netflix Inclusion webpage for more

Inclusion

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Employee Giving Program

Philanthropy at Netflix is driven by employees through our Employee Giving Program, where we allow employees to donate to causes that are meaningful to them. When an employee donates to a charitable organization (from over 2 million eligible organizations in 200 countries), Netflix matches it with two times the donation amount, up to $20,000 per employee per year for all donations and matches. We also offer a volunteer match program, encouraging Netflix employees to donate time by volunteering. For every hour an employee volunteers with an eligible cause, Netflix donates $50 to the same cause as part of each employee's annual match maximum. This allows employees to support causes they're passionate about. In 2024, total giving as part of the Netflix Employee Giving Program was approximately $40M, supporting over 5,000 charities in over 50 countries. Nearly 30% of our employees participated in the Employee Giving Program, including by performing more than 20,000 hours of volunteer work.

Employee Giving Impact Spotlight

~30%
of employees gave to charities

$40M
donated

20k+
hours volunteered
= $725k Netflix match

5k+
nonprofits in 50+ countries received gifts

Developing Talent Across Our Films and Series

Research shows that including more perspectives behind the camera creates better representation in front of the camera. That's why Netflix invests in programs that identify and support new voices and perspectives.

USC Annenberg Inclusion Report

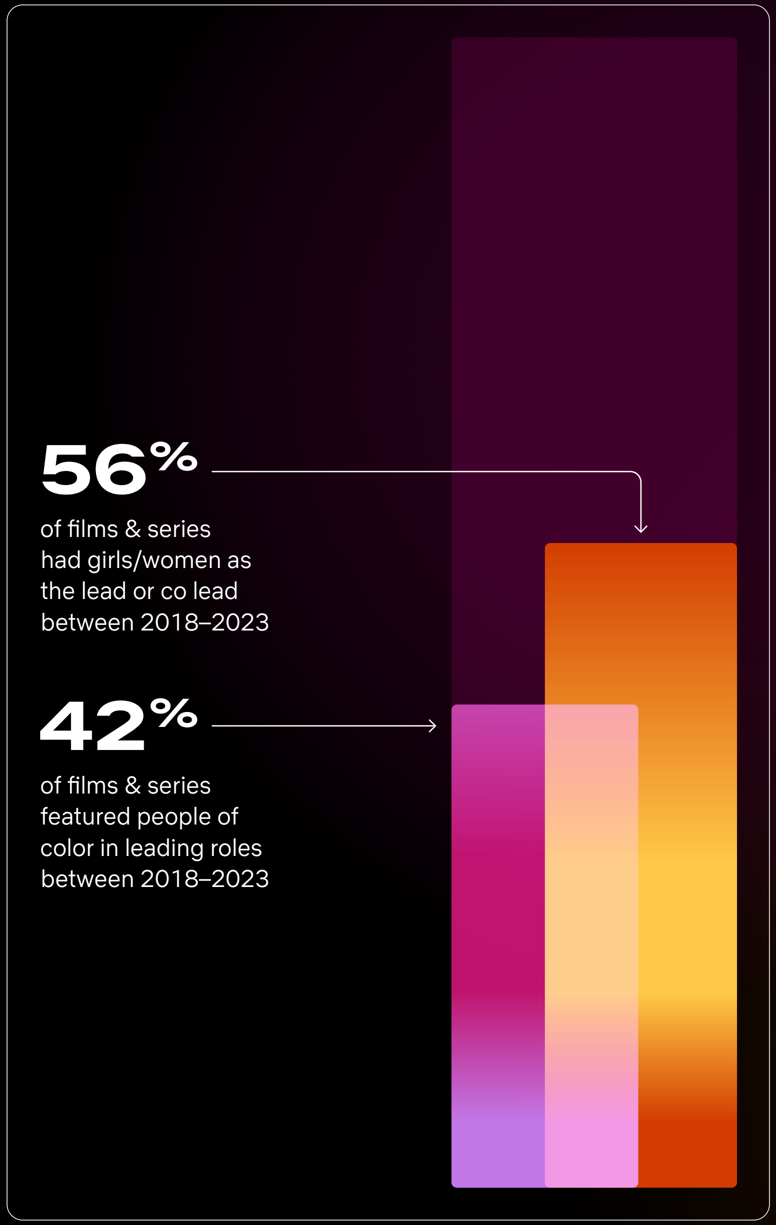
Since 2021, we have partnered with the USC Annenberg Inclusion Initiative to release a biennial study of several inclusion metrics (e.g., gender, race/ ethnicity, LGBTQ+, disability) in our U.S.-commissioned films and series. This year, we published the latest round of research focused on Netflix U.S. films and series from 2022 to 2023. The latest study showed that women and people of color continue to be depicted in leading roles, and that underrepresented characters significantly increased between 2018 to 2023.

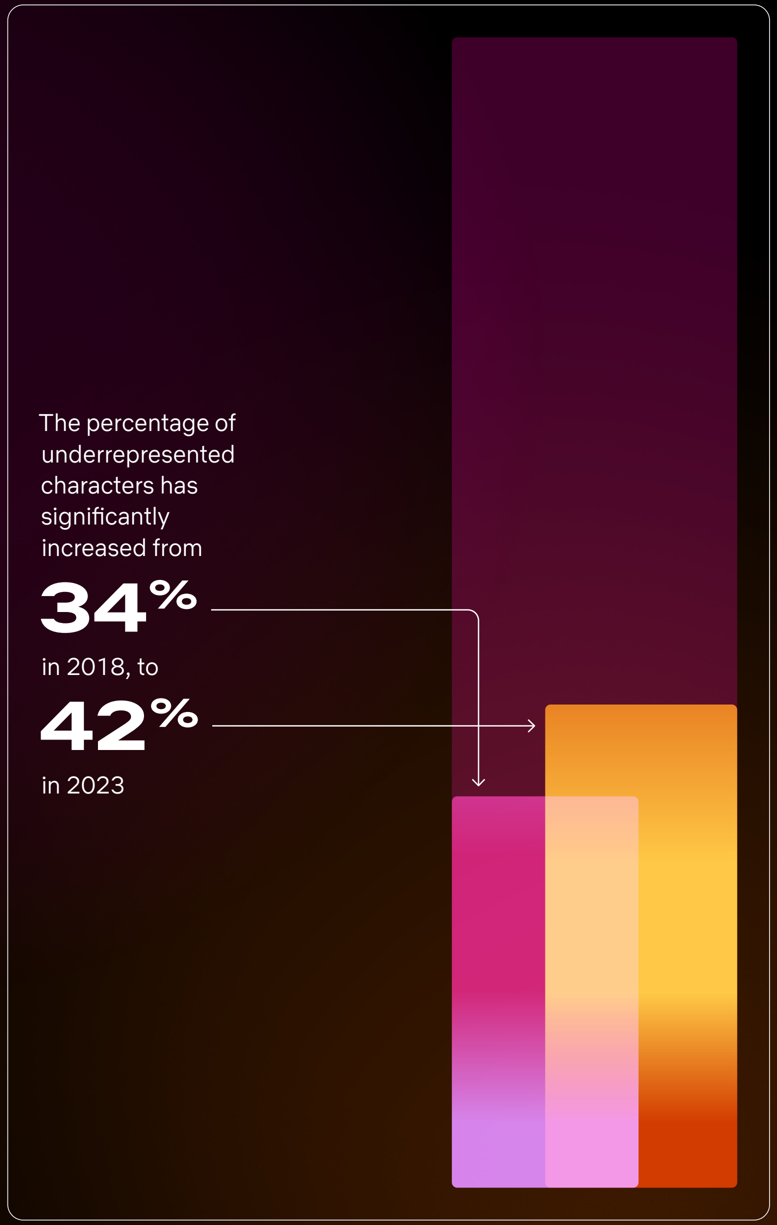
More detailed findings are available in the executive summary and full report.

Executive Summary

Full Report

Key Findings





Fund for Creative Equity

In 2021, we established the Netflix Fund for Creative Equity, a commitment of $100 million over five years aimed at creating new opportunities in entertainment for people around the world. Through the Fund, Netflix supports external organizations that are committed to creating more opportunities in the entertainment industry, as well as bespoke Netflix programs designed to help us to identify, train and provide opportunities and access to jobs for up-and-coming talent globally.

As of the end of 2024, we've committed approximately $57 million towards these initiatives, supporting over 25,000 people through nearly 300 programs, reaching people in 60 countries around the world. Over 500 people from our programs have gone on to work on Netflix productions in a variety of roles, ranging from line producers and associate editors to casting assistants and grips.

~$57m
invested in programs

~300
programs supported in **60 countries** around the world

25k+
people supported

500+
people from our programs have gone on to work on Netflix productions


^ 100 YEARS OF SOLITUDE


^ CLOSING DYNASTY


^ QUINCEAÑERO

Investing in Our Communities

Supplier Diversity

We strive to work with the best suppliers and vendors. To achieve this, we source broadly, including from small businesses and those owned by individuals from a wide range of backgrounds. In 2024, we spent approximately $570M globally with suppliers considered small and suppliers from underrepresented communities.

Community Impact Investments

Our financial commitment to community impact investing has grown and as of December 31, 2024, we have allocated approximately $150 million of our cash and short-term investments to the cause.

Privacy, Security and Accessibility on Our Service

Privacy

When members sign up for any plan we ask for very limited information— email, name and method of payment. In some countries, Netflix also offers an ad-supported plan which allows members to enjoy our service at a lower price with limited ads. When someone signs up for our ad-supported plan, we also ask for date of birth and gender.

Our Personal Information Handling Principles help ensure our engineering and business teams are aligned on our approach to privacy. And our Privacy Statement provides members with a detailed explanation of our privacy practices, including: the information Netflix collects or receives from each member; information from our partners; how we use and disclose it (including advertising that we conduct off Netflix to promote our service); and the controls each member has in relation to their personal information.

For our ad-supported plans, members have the ability to opt-out of the selection of ads based on third party behavioral advertising (i.e., ads selected based on use and/or interactions with unaffiliated third party websites and apps over time). We offer members the ability to exercise these opt-outs through a simple in-service control — and we do not share information about what individual members watch with advertisers.

Information and Cybersecurity

We have an enterprise-wide information security program designed to identify, protect, detect and respond to and manage reasonably foreseeable cybersecurity risks and threats. To protect our information systems from cybersecurity threats, we use various security tools that help prevent, identify, escalate, investigate, resolve and recover from identified vulnerabilities and security incidents in a timely manner. We also maintain a third party security program to identify, prioritize, assess, mitigate and remediate third party risks; however, we rely on the third parties we use to implement security programs commensurate with their risk, and we cannot ensure in all circumstances that their efforts will be successful.

We regularly assess risks from cybersecurity and technology threats and monitor our information systems for potential vulnerabilities. We use a widely adopted risk quantification model to identify, measure and prioritize cybersecurity and technology risks and develop related security controls and safeguards. We conduct regular reviews and tests of our information security program and also leverage audits by our internal audit team, tabletop exercises, penetration and vulnerability testing, red team exercises, simulations, and other exercises to evaluate the effectiveness of our information security program and improve our security measures and planning. We also engage an external auditor to conduct an annual payment card industry data security standard review of our security controls protecting payment information, as well as third-party penetration testing of our cardholder environment and related systems. The results of these assessments are reported to the Audit Committee.

Our Global Information Security Organization is responsible for overseeing the Netflix information security program. The teams provide regular reports to senior management and other relevant teams on various cybersecurity threats, assessments and findings. The Board oversees our annual enterprise risk assessment, where we assess key risks within the company, including security and technology risks and cybersecurity threats. The Audit Committee of the Board oversees our cybersecurity risk and receives regular reports on various cybersecurity matters.

Government Requests Related to Content

We give creators the opportunity to reach audiences around the world, but our catalog varies from country to country. In some cases, this is due to the fact that we don't have the rights to every title in every country where we operate. In a few cases, we've had to remove specific titles or episodes of titles in specific countries to comply with government demands and we report these annually. Below are the requests we complied with in 2024.

1. In January 2024, we complied with a written demand from the Turkish Radio and TV Supreme Council to remove the series *Pieles* in Turkey.
2. In April 2024, we removed the title *Thanksgiving* because it was denied certification by the Ministry of Culture Sports and Tourism in Vietnam.
3. In July 2024, we removed *Trinil* and *The Corpse Washer* as they were banned by the Ministry of Culture Sports and Tourism in Vietnam.
4. In August 2024, we complied with written demands from Turkish Radio and TV Supreme Council to remove *Sausage Party* in Turkey.
5. In November 2024, we complied with written demands from the Ministry of Culture Sports and Tourism in Vietnam to remove the following titles: *Obliterated* (episode 2), *Naked Director* (season 1), *A Girl and a Guy*, *Love on the Spectrum* and *Love on the Spectrum Australia* in Vietnam.

BEVERLY HILLS COP: AXEL F

CHICKEN RUN: DAWN OF THE NUGGET

Accessibility on our Service

We believe all of our members should be able to enjoy our series, films and games, regardless of language, device, connectivity, or ability. That's why we conduct research, which we are expanding globally, with current and prospective members who are deaf, disabled and/or neurodivergent. The research is aimed at identifying barriers to perceiving, navigating and interacting with Netflix, then designing solutions to remove those barriers. In 2024, we launched our most extensive global accessibility feedback initiative yet — connecting directly with members to better understand who they are and where we can improve, all with the goal of driving the next wave of innovation. Read more here.

We build compatibility with assistive listening systems, brightness controls, keyboard shortcuts, screen readers, larger font size and voice commands into our products. Our mobile apps take advantage of device-specific assistive technologies (e.g., native features on Apple iOS and Android platforms) as much as possible. And we create our own accessibility options to give members more choice, including customizing the font, size, shadow and background color of closed captions and subtitles on TV and adjusting playback speed on mobile.

We include badge icons for our films and series that have Audio Descriptions (AD) and Subtitles for the Deaf and Hard of Hearing (SDH) so members can more easily discover stories suited to their needs, eliminating the inconvenient need to play a title first. We're working to increase the total number of films and series that support AD and SDH, and are building new capabilities to deliver industry leading quality SDH during live shows. All Netflix-branded films and series support SDH for the language in which they were originally produced, and we've expanded the language availability in AD and SDH to 13 languages.

We partner with vendors around the world who are dedicated to working with the blind and low vision community in many different capacities — from hiring blind or low vision narrators, quality controllers and co-author/editors, to working with local disability organizations to gather feedback through focus groups. Guidelines for the creation of Audio Descriptions, timed text style guides, gaming accessibility and minimizing photosensitivity issues (flashes or patterns that could negatively affect our audiences) are also publicly available to share best practices.

Amplifying Accessibility Awareness is our global collection of series and films with characters or stories about people living with disabilities.

Watch

ALEX AMEZCUA *ARTIST*

Visit the Netflix Accessibility web page for more

Accessibility

GOVERNANCE

› THE LINCOLN LAWYER

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Corporate Governance

Board Composition and Structure

In 2024, our Board was composed of 13 highly experienced and strategic directors[39] who have served as Board members and executives at some of the world's most successful companies. We believe that the Board is well situated to navigate the changing competitive environment we operate in, and that a diverse mix of skills, experience, perspectives and backgrounds contribute to an effective Board.[40] The composition of our Board has evolved over the past several years, and when looking to fill Board positions, we will continue to evaluate potential candidates who we believe complement and augment our current Board.

Netflix Board[41]

○ Comittee Chair / ● Nominating & Governance Committee / ● Audit Committee / ● Compensation Committee

Reed Hastings
Executive Chairman[42]

Ted Sarandos
co-Chief Executive Officer and President of the Company

Greg Peters
co-Chief Executive Officer and President of the Company

Jay C. Hoag / ○
Lead Independent Director

Timothy Haley[43] / ○

Ann Mather / ○

Brad Smith / ●

Anne Sweeney / ●

Richard Barton / ●

Strive Masiyiwa / ●

Mathias Döpfner / ●

Leslie Kilgore[44] / ●

Ambassador Susan Rice / ●

39 Changes to the Board since the end of 2024 are noted in the table below. In addition, Ellie Mertz was appointed to the Netflix Board of Directors on June 24, 2025. Mertz will also serve on the Audit Committee of the Board.

40 Self-identified demographic diversity characteristics of our directors include race/ethnicity (2 directors) and/or gender (4 directors).

41 As of the end of 2024.

42 Effective April 17, 2025, Mr. Hastings transitioned from Executive Chairman to Chairman of the Board and a non-executive director.

43 Mr. Haley did not stand for re-election at the 2025 Annual Meeting and is no longer serving as a member of the Board.

44 As of June 24, 2025, Leslie Kilgore moved from the Audit Committee to the Compensation Committee of the Board, where she will serve as the Committee Chair.

Board Oversight

The Board's role in our risk oversight process includes reviewing and discussing with members of management areas of material risk to the Company, including overall enterprise, strategic, operational, financial and legal risks. The Board oversees the Company's ESG efforts. The Board also oversees succession planning. The Board receives regular updates from management, typically in the form of an interactive memo, where directors ask questions to management and further discuss matters at meetings. Each of the committees oversee various ESG matters, depending on the specific issues. Committees report to the full Board regarding their respective considerations and actions.

Board

The Board's role in our risk oversight process includes reviewing and discussing with members of management areas of material risk to the Company, including overall enterprise, strategic, operational, financial and legal risks. The Board receives regular updates from management, typically in the form of an interactive memo, where directors ask questions to management and further discuss matters at meetings. Committees report to the full Board regarding their respective considerations and actions.

NOMINATING AND GOVERNANCE COMMITTEE

Primary committee responsible for Board structure, governance and director independence, as well as assisting the Board in overseeing ESG matters

AUDIT COMMITTEE

Oversees matters of financial and legal risk, including cybersecurity risk

COMPENSATION COMMITTEE

Oversees risks related to compensation issues

Company management

The executive team, led by our co-Chief Executive Officers, supervises day-to-day risk management processes, including identifying, assessing, monitoring, managing and mitigating significant business risks. Company management reports to the Board on an annual basis, or more frequently if needed, the top areas of risk.

Governance Structure

Our goal is to align our corporate governance practices with the long-term interests of shareholders. To that end, we've adopted the following:

One share, one vote

We have a single class of shares with each share entitled to one vote.

Voting

We have a majority voting standard in uncontested director elections, and we eliminated supermajority voting provisions in our Charter and Bylaws.

Annual director elections

The entire Board stands for annual elections.

Proxy Access

A group of up to 20 stockholders, owning at least 3% of shares continuously for at least three years, may nominate up to two directors or 20% of the Board (whichever is greater) for inclusion in our proxy statement.

Stockholder right to call a special meeting

Stockholders holding a not less than 20% net-long position in the Company continuously for at least one year may call a special meeting.

Director resignation policy

Any incumbent director who fails to receive a majority of votes cast in an uncontested election must tender their resignation to the Board. The Nominating and Governance Committee must then make a recommendation to the Board regarding whether to accept or reject the resignation or take other action, act on the recommendation and publicly disclose its decision and the rationale within 90 days from the date the election results are certified.

Policy on directors' service on other public company boards

We have a policy that the Netflix co-CEOs may not serve on more than two boards of other public companies in addition to the Netflix Board, and that directors other than the co-CEOs, may not serve on more than four boards of other public companies in addition to the Netflix Board.

^ BRIDGERTON

Shareholder Engagement

We proactively engage with our shareholders throughout the year, and directors regularly participate in these discussions. Since the 2024 annual meeting, we invited shareholders representing approximately **50% of ownership**[45] to engage and provide feedback. We met with 18 shareholders, collectively representing approximately 30% of our shares outstanding and directors participated in approximately half of our engagements. Over the past several years, in response to shareholder feedback, and as part of our ongoing evaluation of best practices, the Board has incorporated enhancements to our disclosures and corporate governance practices. A few highlights are below.

EXECUTIVE COMPENSATION PROGRAM CHANGES

The Compensation Committee has significantly evolved the compensation program for our Executive Officers to: (1) eliminate the ability to allocate compensation between cash salary and stock options; (2) limit guaranteed cash compensation by setting base salaries; (3) include an annual performance-based cash bonus program; (4) grant performance-based restricted stock unit awards and time-based restricted stock unit awards; (5) evolve our change-in-control severance arrangements to include “double-trigger” provisions; and (6) adopt stock ownership guidelines.[46]

ADOPTION OF CORPORATE GOVERNANCE GUIDELINES

We adopted corporate governance guidelines, which in conjunction with our charter and bylaws, provide the framework pursuant to which the Board oversees the Company’s business in accordance with its fiduciary responsibilities. The corporate governance guidelines address various issues such as board composition, director qualifications, board terms, board responsibilities and procedures, among other items.

45 Ownership data presented in this section is based on shares outstanding as of 12/31/24.
46 Refer to the Netflix 2025 Proxy Statement for further details.

Enterprise Risk

Our approach to enterprise risk management (ERM) is consistent with the COSO framework. On an annual basis, an enterprise risk assessment is performed. We gather insights from several internal and external sources, including discussions with executives for their views on enterprise risks that the company is facing, and compile an inventory of risks across the business. The findings of this assessment, including mitigation approaches, are presented to the Board for their input and oversight.

IP Protection & Piracy

We use a combination of patent, trademark, copyright, trade secret laws and confidentiality agreements to protect our proprietary intellectual property. We also use a variety of methods to monitor potential infringement of our intellectual property, including searches conducted internally and by external vendors. We work closely with our industry organizations to identify and shut down major piracy infrastructure and protect consumers from illegal and harmful services.

Ethics and Compliance

Cultivating a culture where all employees are expected to act ethically and with integrity is important to our long-term success. The Netflix Code of Ethics supports this goal and applies to members of the Board, officers and employees of Netflix and subsidiaries around the world.

We encourage anyone to report a breach of our Code or any unethical or inappropriate conduct to our Chief Legal Officer or, in the case of misconduct by a senior financial officer, to the Chair of our Audit Committee. We also provide access to a third-party operated service[47] where reports of misconduct can be made confidentially or anonymously,[48] 24 hours a day, seven days a week, 365 days a year in local languages. Reports made through this service are elevated and investigated until they are resolved, and updates are provided annually to the Audit Committee.

Our Global Anti-Corruption Policy requires our employees and contractors to abide by global anti-corruption and anti-bribery laws. We provide regular training on compliance with this policy, in addition to conducting regular and ongoing risk assessments. In 2024, we adopted a Human Rights Statement that sets forth a commitment to respecting internationally recognized human rights as defined by the International Bill of Human Rights. We also comply with applicable government mandated sanctions regimes (with leadership provided by a designated Sanctions Compliance Officer) as well as compliance with human rights legislation (e.g., UK Modern Slavery Act, Australian Modern Slavery Act).

47 netflix.ethicspoint.com
48 Where permitted under local law.

APPENDIX

› SWEET TOOTH

About This Report

This report covers the calendar year 2024 and all data included in the report is from that time period unless otherwise noted. Refer to data tables below for a summary of ESG data for 2024 as well as published data from previous years. This report is also reflective of global Netflix operations unless otherwise noted. This report is informed by external ESG reporting frameworks including the Sustainability Accounting and Standard Board (SASB)'s "Internet Media & Services" and "Media & Entertainment" standards, as well as the Task Force on Climate-related Financial Disclosures (TCFD). SASB and TCFD indices are provided below.

Forward-Looking Statements

The information covered by the report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 including, but not limited to, statements regarding our ESG programs, activities, plans, policies, goals, targets, objectives, commitments, projections, expectations and strategies that are not historical in nature. These forward-looking statements are subject to risks and uncertainties that could cause actual results and events to differ, including any failure to meet stated ESG goals and commitments, and execute our strategies in the time frame expected or at all, as a result of many factors, including changing government regulations or stakeholder expectations, and our expansion into new products, services, technologies and geographic regions.

More information on risks, uncertainties and other potential factors that could affect our business and performance is included in our filings with the SEC, including in Item 1A: "Risk Factors" section of the company's most recently filed periodic reports on Form 10-K, Form 10-Q and subsequent filings. All forward-looking statements included in this document are based on information available to us on the date hereof, and we assume no obligation to revise or publicly release any revision to any such forward-looking statement, except as may otherwise be required by law.

^ NETFLIX TOKYO

ESG Data Table

General

DATA POINT	2019	2020	2021	2022	2023	2024
Members (as of the end of the calendar year) (millions)	167	204	222	231	260	302
Employees	8,600	9,400	11,300	12,800	13,000	14,000
Revenue (millions, USD)	20,156	24,996	29,698	31,616	33,723	39,001
Value Added[49] (millions, USD)	7,716	9,720	12,365	12,447	14,008	17,963

49 "Value Added" is a term used by SBTi. For Netflix, this is derived by subtracting "Cost of Revenues" from "Revenues", both of which are reported in our public financial statements.

Environment

DATA POINT	2019	2020	2021	2022	2023	2024
Purchased Grid Electricity (MWh)	81,136	94,285	156,555	156,967	113,754	158,039
Global Renewable Electricity (%)	100	100	100	100	100	100
Scope 1 Emissions (Metrics Tons CO_2e)	51,487	30,883	62,815	59,388	25,790	50,488
Scope 1 Emissions, Target-Based (Metrics Tons CO_2e)	51,487	30,883	62,815	59,388	25,790	49,647
Scope 2 Emissions, Market-Based (Metrics Tons CO_2e)	565	141	0	0	0	0
Scope 2 Emissions, Location-Based (Metrics Tons CO_2e)	26,594	28,585	42,291	41,411	30,303	40,684
Scope 2 Emissions, Target-Based (Metrics Tons CO_2e)	26,317	29,356	31,937	23,622	15,281	25,353
Scope 3 Emissions, Market-Based (Metrics Tons CO_2e)	1,192,659	1,020,541	1,466,497	1,086,833	817,317	986,738
Category 1: Purchased Goods & Services	—	—	—	841,060	618,537	689,044
Category 2: Capital Goods	—	—	—	64,229	58,048	92,339
Category 3: Upstream Energy Losses	—	—	—	—	—	22,137
Category 4: Upstream Transportation and Distribution	—	—	—	—	—	25,718
Category 5: Waste from Operations	—	—	—	—	—	4,864
Category 6: Business Travel	—	—	—	105,756	94,259	136,259
Category 7: Employee Commuting and WFH	—	—	—	—	—	13,827
Category 8: Upstream Leased Assets	—	—	—	—	—	85
Category 11: Use of Sold Products	—	—	—	—	—	2,386
Category 13: Downstream Leased Assets	—	—	—	—	—	79

— Did not report

Environment

DATA POINT	2019	2020	2021	2022	2023	2024
Scope 3 Emissions, Location-Based (Metrics Tons CO_2e)	1,234,936	1,067,778	1,471,243	1,110,989	840,778	1,037,952
Scope 3 emissions, Target-Based (Metrics Tons CO_2e) (SBTi Boundary)	867,804	745,436	1,043,612	805,704	646,848	862,884
Scope 3 Target-Based Intensity (Metric Tons CO_2e per $ value added)	112	77	84	65	46	48
Total GHG Emissions, Market-Based (Metric Tons CO_2e)	1,244,711	1,051,565	1,529,312	1,146,221	843,107	1,037,226
Total GHG Emissions, Location-Based (Metric Tons CO_2e)	1,313,017	1,127,246	1,576,349	1,211,788	896,871	1,129,124
Carbon Credits (Metric Tons CO_2e)	(36,506)	(54,107)	(1,529,312)	(1,146,221)	(843,107)	(1,036,176)
Sustainable Aviation Fuel Certificates (SAFc) (Metric Tons CO_2e)	0	0	0	0	0	(1,050)
Biogenic Emissions (Metric tons CO_2e)	0	0	1,007	2,033	1,647	2,222

Social

DATA POINT	2020	2021	2022[50]	2023	2024
Representation Data: All Job Levels					
Global Gender Identity, % Women	48.7	51.7	49.6	51.5	51.0
Global Gender Identity, % Men	51.3	45.7	45.0	46.0	46.5
Global Gender Identity, % Additional Gender Identities	Gender Identity options that allow employees to self-identify from non-binary categories were added in 2021.	1.3	1.3	1.4	1.4
US Race Ethnicity, % Asian	24.0	25.8	27.2	28.7	29.8
US Race Ethnicity, % Black	8.6	11.7	10.8	10.6	10.2
US Race Ethnicity, % Hispanic/Latino/A/X	7.9	11.2	11.9	12.2	12.2
US Race Ethnicity, % Middle Eastern/North African	0.8	2.2	2.6	2.8	2.6
US Race Ethnicity, % Native American/Alaskan Native	0.3	0.6	0.7	0.7	0.6
US Race Ethnicity, % Native Hawaiian/Other Pacific Islander	0.5	0.8	0.9	0.9	0.8
US Race Ethnicity, % White	44.3	46.6	48.2	47.7	47.6
US Race Ethnicity, % 2 or more races/ethnicities	4.8	Did not report. Starting in 2021, data collection methods were implemented to allow employees to share multiple self-identities (e.g., Black and Asian compared to "2 or more races/ethnicities")			
Representation Data: Director + Job Levels					
Global Gender Identity, % Women	47.8	51.2	51.4	52.4	51.7
Global Gender Identity, % Men	52.2	47.8	45.6	46.2	46.8
Global Gender Identity, % Additional Gender Identities	Did not report. Gender Identity options that allow employees to self-identify from non-binary categories were added in 2021.	0.3	0.2	0.2	0.2

50 2022 data represented in this table may vary slightly from 2022 data included in the 2022 ESG Report, in an effort to maintain a consistent employee population represented in the date for year-over-year comparisons (due an increased % of employees with selfID survey data available).

Social

DATA POINT	2020	2021	2022	2023	2024
US Race Ethnicity, % Asian	15.3	18.6	19.4	19.2	19.5
US Race Ethnicity, % Black	10.9	13.6	12.8	12.5	11.7
US Race Ethnicity, % Hispanic/Latino/A/X	4.3	6.8	7.6	7.5	7.3
US Race Ethnicity, % Middle Eastern/North African	0.3	2.0	2.6	2.7	2.3
US Race Ethnicity, % Native American/Alaskan Native	0.0	0.4	0.7	0.7	0.7
US Race Ethnicity, % Native Hawaiian/Other Pacific Islander	0.6	0.8	0.9	1.1	1.0
US Race Ethnicity, % White	56.6	59.0	59.3	59.7	61.1
US Race Ethnicity, % 2 or more races/ethnicities	4.2	Did not report. Starting in 2021, data collection methods were implemented to allow employees to share multiple self-identities (e.g., Black and Asian compared to “2 or more races/ethnicities”)			

Pay Equity Data

Pay Equity, Gender (Women and Additional Gender Earnings [USD] per $1 earned my Men)	—	—	—	0.99	0.99
Pay Equity, Race Ethnicity (Employees from historically underrepresented ethnic and/or racial background earnings [USD] per $1 earned by White employees)	—	—	—	0.99	1.0

Other Social Data

Number of Employee Resource Groups (ERGs)	—	—	—	—	18
Number of ERG Chapters	—	60	84	83	82
Employee Giving Program Total Donations (millions, USD)	—	~$31	~$34	~$35.7	~$40
Number of Government Requests to Remove Content	4	7	3	3	5
Supplier diversity spend (millions, USD)	—	—	~$700	~$600	~$570

Governance[51]

DATA POINT	2020	2021	2022	2023	2024
Board of Directors (number of Directors)	11	12	12	13	13
Board of Directors (number of Independent Directors)	10	10	10	10	10
Gender representation on Board of Directors (number of women directors)	Self-reported demographic data was not collected from our Board before 2022		3	4	4
Race/Ethnicity representation on Board of Directors (number of directors from historically excluded ethnic and/or racial background)	Self-reported demographic data was not collected from our Board before 2022		1	2	2

51 Data is based on the information included in each year's annual proxy statement.

— Did not report

SASB Index

Internet Media & Services

SASB STANDARD	TOPIC	SASB CODE	ACCOUNTING METRIC	2020	2021	2022	2023	2024
INTERNET MEDIA & SERVICES Sustainability Accounting Standard	**Entity-defined measure of user activity**	TC-IM-000.A	Paid Memberships (millions)	204	222	231	260+	300+
	Environmental Footprint of Hardware Infrastructure[52]	TC-IM-130a.1	Total energy consumed (MWH)	29,196	33,407	36,110	41,827	55,817
			Percentage grid electricity	100%	100%	100%	100%	100%
			Percentage renewable	100%	100%	100%	100%	100%
	Environmental Footprint of Remaining Scope 2[53]	TC-IM-130a.1	Total energy consumed (MWH)	68,089	123,148	120,857	71,926	102,222
			Percentage grid electricity	100%	100%	100%	100%	100%
			Percentage renewable	100%	100%	100%	100%	100%
	Environmental Footprint of Hardware Infrastructure	TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Refer to the Sustainability in Our Operations and Value Chain section of the report.				
	Data Privacy, Advertising Standards & Freedom of Expression	TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Refer to the Privacy, Security and Accessibility on Our Service section of the report and the Netflix Privacy Statement.				
		TC-IM-220a.2	Number of users whose information is used for secondary purposes	Refer to the Privacy, Security and Accessibility on Our Service section of the report and the Netflix Privacy Statement.				
		TC-IM-220a.6	Number of government requests to remove content, percentage compliance with requests	4 / 100%	7 / 100%	3 / 100%	3 / 100%	5 / 100%
	Data Security	TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Refer to the Information and Cybersecurity section of the report				
	Employee Recruitment, Inclusion & Performance	TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Refer to Netflix employee representation data in the Identity (Who we are) section of the report as well as in the ESG Data Table in this appendix.				

Media & Entertainment

SASB STANDARD	TOPIC	SASB CODE	ACCOUNTING METRIC	2020	2021	2022	2023	2024
MEDIA & ENTERTAINMENT Sustainability Accounting Standard	**Actvity Metric**	SV-ME-000.A	(1) Total recipients of media and the number of (2) households reached by broadcast TV, (3) subscribers to cable networks, and (4) circulation for magazines and newspapers	As noted in the entity-defined measure of user activity above, there were 204 million paid Netflix memberships at the end of 2020.	As noted in the entity-defined measure of user activity above, there were 222 million paid memberships at the end of 2021.	As noted in the entity-defined measure of user activity above, there were 231 million paid memberships at the end of 2022.	As noted in the entity-defined measure of user activity above, there were over 260 million paid memberships at the end of 2023.	As noted in the entity-defined measure of user activity above, there were over 300 million paid memberships at the end of 2024.
	Media Pluralism	SV-ME-260a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) professionals, and (3) all other employees	Refer to Netflix employee representation data in the Identity (Who we are) section of the report as well as in the ESG Data Table in this appendix.				
	Intellectual Property Protection & Media Piracy	SV-ME-520a.1	Description of approach to ensuring intellectual property (IP) protection	Refer to the IP Protection & Piracy section of the report				

52 Only includes Scope 2 hardware infrastructure, i.e. Netflix-operated Open Connect Appliances in colocation data centers, which represent approximately 1/10th of Scope 2 and 3 data center electricity use (all Open Connect and AWS combined).
53 While SASB only requires reporting for the "Environmental Footprint of Hardware Infrastructure," Netflix has opted to report on its other Scope 2 energy consumption as well, which includes electricity use in corporate offices, production studios, and billboards, in addition to colocation data center infrastructure.

TCFD Index

TCFD DISCLOSURE REQUIREMENT	NETFLIX DISCLOSURES
Governance Disclose the organization's governance around climate-related risks and opportunities	
Describe the board's oversight of climate-related risks and opportunities	The Netflix Board oversees the Company's ESG efforts, which includes sustainability, with the assistance of the Nominating and Governance Committee. They receive updates on sustainability and enterprise risk management at Board meetings. An annual company-wide enterprise risk assessment is performed, in which climate risks are considered, and the findings of this assessment are shared with our Board annually. Refer to the Climate Risk section of the ESG report.
Describe management's role in assessing and managing climate related risks and opportunities	Executive Management oversees decisions related to climate risk with expert input from internal teams. Our sustainability program, which includes our climate strategy, is led by our Netflix Sustainability Officer. Refer to the Climate Risk section of the ESG report.
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Refer to the table on the following page for a summary of our climate-related risks and opportunities. The results of our climate risk assessment were also used as an input into our ERM assessment. When evaluated using our ERM methodology, no standalone climate-related risks were identified as significant for the company.
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	

TCFD DISCLOSURE REQUIREMENT	NETFLIX DISCLOSURES
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks	
Describe the organization's processes for identifying and assessing climate-related risk	In 2024, aligned to the investor-driven Task Force on Climate-Related Disclosures framework, we performed a climate risk and opportunity assessment using scenario analysis to identify climate-related physical and transition risks and opportunities for Netflix. This analysis leveraged the Intergovernmental Panel on Climate Change (IPCC)'s SSP1-2.6 (1.5-2°C) and SSP5-8.5 (4-5°C) climate scenarios with projections through 2050. Climate-related physical risk scenario analysis was conducted for locations that are the most integral to corporate and production operations across a diverse set of geographic locations and operation types. The analysis assessed both chronic and acute physical risks such as extreme temperatures, sea-level rise, drought, flood, wildfire, tornadoes and tropical cyclones, and impacts of extreme weather events. Transition risks and opportunities associated with a transition to a low-carbon economy were also assessed, including: emerging policies and regulations; development and implementation of new technologies, products and services; market transitions and trends; risks to reputation and public perception; and decarbonization of operations and resource efficiency.
Describe the organization's processes for managing climate-related risks	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
Metrics & Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process	Refer to the Our Climate Targets and Our Carbon Footprint sections of the ESG report for information on our metrics, emissions and targets. Measuring our performance against our climate targets over time helps to inform our climate risk assessment process, in particular our transition risks.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
Describe the targets used by the organization to manage climaterelated risks and opportunities and performance against targets	

Risks

RISK TYPE	DESCRIPTION	TIME HORIZON	MITIGATION STRATEGY
Acute Physical	Acute physical risks caused by disruption from wildfires, wind gusts, drought, and flooding could pose a threat to business continuity and disrupt productions in areas impacted by such natural disasters.		We produce content all around the world and can be somewhat resilient to issues affecting a particular studio or filming location. As part of our planning for productions, we conduct risk assessments and develop emergency response plans for each potential scenario. During production, we track adverse weather events and other situations that may impact the continuity of our productions and implement plans as needed (e.g., halting production, moving locations, etc.). We will also continue to monitor global physical risks as a part of our enterprise wide risk management and business continuity programs, which inform additional mitigation strategies.
Chronic Physical	Rising temperatures and changing precipitation patterns could increase cooling costs and affect water availability, impacting outsourced data centers and productions.		While most of these impacts pose a bigger risk to our partners in the value chain, we work closely with our cloud services partners to ensure that we are informed and aligned on their climate mitigation actions to help ensure resilience to these potential chronic physical risks. And as noted above, we produce content all around the world and can be somewhat resilient to issues affecting a particular studio or filming location in our planning processes.
Policy & Legal Risks	Regulatory changes may necessitate operational shifts, new technology installations, and additional permitting, imposing additional costs and limitations on how we produce content and operate our service. Enhanced emissions reporting requirements could increase compliance costs and require operational changes.		We partner closely with players across the industry to evaluate, develop and deploy new sustainable technologies as well as seek to operate as efficiently as possible with traditional energy sources. Refer to our Industry Collaboration section above for more details on these partnerships. We have developed systems for carbon accounting, assurance and disclosures to help us prepare for additional emissions and climate-related reporting requirements.

Opportunities

OPPORTUNITY TYPE	DESCRIPTION	TIME HORIZON	BUSINESS STRATEGY
Resource Efficiency	Decarbonization of production operations and increased resource efficiency in the supply chain can help to reduce costs and emissions and increase resilience. Reuse, recycling and responsible disposal initiatives can reduce emissions and production costs.		To meet our emissions reduction objectives in our operations, we continue to focus on four key levers: Energy Efficiency, Vehicle Electrification, Clean Mobile Power and Renewable Energy. We approach these four levers using a framework in which we first optimize energy use, then electrify it and decarbonize the rest (OED). Learn more in the Our Operations and Our Value Chain sections.
Energy Source	Renewable energy procurement and the use of new technologies can lower emissions and operational costs, while participation in carbon markets and supportive policy structures can provide financial and reputational benefits.		In addition to reducing emissions through the implementation of new technologies, we match remaining non-renewable electricity use with renewable energy credits and non-electricity emissions across Scopes 1-3 by purchasing and retiring third-party verified carbon credits. We also partner with external organizations and industry groups to support sustainable technologies and policy solutions. Learn more in our Matching Remaining Emissions and Industry Collaboration sections.

Short term (0–1 years) / Medium term (1–5 years) / Long term (5–10 years)

Resources

Reports Archive

- 2023 ESG Report
- 2022 ESG Report
- 2021 ESG Report
- 2020 ESG Report
- 2019 ESG Report

Environmental

- About Netflix – Sustainability
- Our Progress on Sustainability: Three Years In
- Energy Efficiency in Streaming
- Carbon Impact of Video Streaming
- Earth Week 2024
- 2024 GHG Emissions Inventory Assurance Letter

Social

- About Netflix – Inclusion
- Netflix Fund for Creative Equity
- Inclusion in Netflix Original Films & Series – Executive Summary
- Inclusion in Netflix Original Films & Series – Full Report
- Netflix EEO-1 Reports
- Political Activity Disclosures

Governance

- FY2024 10-K
- 2025 Proxy Statement
- Netflix Governance Documents
- Leadership & Directors
- Netflix Code of Ethics
- Netflix Human Rights Statement
- Netflix Supplier Code of Conduct


OUR GREAT NATIONAL PARKS

DAMSEL


GHG Emissions Inventory Methodology

Netflix reports its emissions following the World Resources Institute (WRI) / World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Corporate Standard, as amended by the GHG Protocol Scope 2 Guidance, as well as WRI / WBCSD's Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and Technical Guidance for Calculating Scope 3 Emissions (collectively, the GHG Protocol). Netflix GHG emissions reporting follows the operational control approach set out by the GHGP.

Our reported emissions account for all GHGs covered by the UNFCCC Kyoto Protocol (Annex A) relevant to Netflix activities and are converted into metric tons of carbon dioxide equivalents ($mtCO_2e$) as specified by the GHG Protocol. All emission factors are applied to the data and updated annually to reflect the latest guidance and factors published by US EPA Emission Factors for Greenhouse Gas Inventories (2024), US EPA eGRID2022 Electricity Grid Emission Factors (2025) and UK DEFRA Greenhouse Gas Reporting Conversion Factors (2024). Additionally, where data is not available or of sufficient quality, Netflix uses proxy data, industry-average figures, or expert assumptions. In such instances, we use third-party sources for reliability and completeness. Some of these data sets, such as average building energy consumption, use intensity values from the U.S. Energy Information Administration Commercial Building Energy Consumption Survey (2018).

Netflix greenhouse gas (GHG) emissions reporting is consistent with the "operational control" approach as set out by the GHG Protocol Corporate Accounting and Reporting Standard: Revised Edition. The organizational and operational boundary applies to the global company including its subsidiaries, the office and studio facilities we own and operate (e.g., Netflix Albuquerque Studios, US) as well as facilities we lease from others but over which we have operational control (e.g., corporate and studio offices and stages).

Location-Based Emissions

Location-based emissions reflect the average emissions intensity of the grid on which energy consumption occurs. This method uses regional or national grid averages to calculate the GHG emissions resulting from the electricity consumed. The emission factor is generally provided by government agencies or grid operators and reflects the mix of different energy sources (like coal, natural gas, renewables, etc.) used to produce electricity in that region.

Market-Based Emissions

Market-based emissions accounting takes into account contractual instruments, such as RECs, guarantees of origin, or Power Purchase Agreements (PPAs), which the reporting entity has purchased. This method reflects the emissions from the electricity that Netflix has specifically chosen to buy or has contractual rights to claim.

Target-Based Emissions

We use a target-based emissions accounting method relative to our science-based targets, which is custom to Netflix. This method builds off of the market-based method and utilizes the same emission factors hierarchy as outlined in the GHGP, including for direct renewable energy supply (e.g., onsite generation, utility & landlord supply, PPAs, or direct investments). However, it does not account for the reductions of emissions stemming from electricity usage that is covered by retail purchases of RECs and their geographical equivalents.

Our Footprint Boundary

Scopes 1 and 2

Our emissions include all Scope 1 (direct) and Scope 2 (indirect emissions) from the following: our corporate operations (e.g., offices, etc); the production of our films, series and games; and the storage and delivery of our content. Scope 2 emissions are calculated using market-based and location-based emissions accounting methods defined by the GHG Protocol Scope 2 Guidance. Location-based estimates are calculated based on the emissions intensity of the locations where the electricity consumption occurs. The market-based method incorporates electricity procurement decisions that are chosen within the local electricity market, including zero-carbon electricity supply from utilities (i.e., opt-in "green tariff" rates) and contractual instruments such as RECs.

Scope 3

Netflix also estimates and reports relevant Scope 3 categories, which therefore includes activities outside of our operational control. Our Scope 3 boundary was established in alignment with the GHG Protocol Corporate and Scope 3 Standards. Netflix includes all relevant and material sources of emissions including categories 1–8, and 11.

Scope 3 emissions use location-based emissions factors except where individual suppliers provided supplier specific emissions that are market-based (e.g., AWS) or through application of RECs to Scope 3 emissions where information on the specific energy consumption by location was available (e.g., for the Open Connect network) in order to match the contractual instrument to known energy consumption in accordance with GHG Protocol Scope 2 Guidance. Netflix works with individual suppliers, wherever possible, to determine that any renewable contractual instruments applied to their emissions are appropriately attributed.

We include all Netflix-branded content productions, whether we manage the production directly (like *The Sea Beast*, *Spirit Rangers*, *Don't Look Up*, *Our Great National Parks*), or through a third-party production company (like *Glass Onion: A Knives Out Mystery*, *The Elephant Whisperers*) as well as all content that we license that is Netflix-branded (like *Octonauts: Above and Beyond*, *Captain Nova*, *Down to Earth with Zac Efron*). Activities outside of our operational control present challenges to measuring and reducing emissions, but because so much of production infrastructure, crew and equipment are shared across studios, we believe that holding ourselves accountable for all emissions from Netflix-branded content (wherever it is produced) will create a positive ripple effect across our own emissions as well as the entire industry.

Data Management

We maintain a Greenhouse Gas Inventory Management plan to help ensure consistency of calculating and estimating emissions from year to year, and to provide to our 3rd party assurance providers as a basis for their audit of our emissions. We maintain documentation as evidence to support our emissions inventory and follow Netflix retention policies for these records.

Carbon Credit Project Screening Criteria

SCREEN 1

Competitive selection

Our competitive requests for proposals (RFPs) are issued widely, to over 75 project developers, non-profits, brokers and credit retailers across many project types and geographies. This is done periodically to help ensure we evaluate new proposals for investment on a rolling basis.

SCREEN 2

Meet core quality criteria

Any credits that we purchase must meet globally recognized core quality criteria and be:

- Additional
- Verified by a 3rd party
- Based on a conservative and realistic[54] baseline
- Not double counted
- Durable
- Issued by a credible standard[55] with robust provisions for reversal risk, and accounts for leakage (the risk of displacing emissions from one location to another)

These criteria align with the 2024 Core Carbon Principles (CCPs) defined by the Integrity Council for the Voluntary Carbon Market (ICVCM), as well as with foundational project accounting standards, such as the GHG Protocol for Project Accounting and ISO 14064 Part 2.

SCREEN 3

Deep project-level diligence and impact screening

Our team conducts due diligence on the projects and holds live interviews directly with the project developers and/or trusted project partners. This includes research on the projects, their proponents and other local stakeholders. Engaging directly with the project hosts enables a deeper understanding of the unique circumstances and conditions that surround a particular carbon credit project and how and why it came to be.

In addition, we make use of The Nature Conservancy's (TNC) 2024 Principles of Natural Climate Solutions and the International Union for Conservation of Nature's (IUCN) 2020 Global Standard for Nature Based Solutions[56] as guiding frameworks for the assessment of project design quality.

We also conduct additional screens for local community ownership and direct benefit sharing; job creation and training; women and girls empowerment; biodiversity and habitat restoration and protection (e.g., Verra Climate, Community & Biodiversity certified projects); and climate resilience impacts. In this way, we align with the Sustainable Development principles of ICVCM's CCPs, which includes requirements for ensuring social safeguards and alignment with the transition to a global net zero state.

SCREEN 4

Use digital tools and resources to improve visibility

Where feasible, we use technology to enhance project validation and verification, such as AI-powered satellite imagery, machine learning and remote sensing analysis. We actively seek opportunities to connect projects with geospatial data and tools providers to unlock higher frequency monitoring of project progress, as well as to augment impact visualization to support communication and ongoing transparency.

SCREEN 5

Seek additional expert advice

Netflix relies on its expert Advisory Group and other expert authors of the various standards in order to provide additional insight and guidance on an ongoing basis across a range of key issues, including our carbon credit investment plan. This helps us identify things we may have missed.

54 Periodically updated, or where appropriate, employ a dynamic baseline

55 We only purchase credits that have been third-party verified and registered on a trusted registry, including – Verra, Gold Standard, Climate Action Reserve and American Carbon Registry – or have demonstrated an equivalent level of rigor, including programmatic rules to address reversal risks such as buffer pool mechanisms.

56 As Netflix increases its investments to support new project development, we leverage IUCN's project design-focused guidance to support our diligence.

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