

DISCOVER®

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# Working toward a brighter future

Diversity, Equity & Inclusion Report 2022



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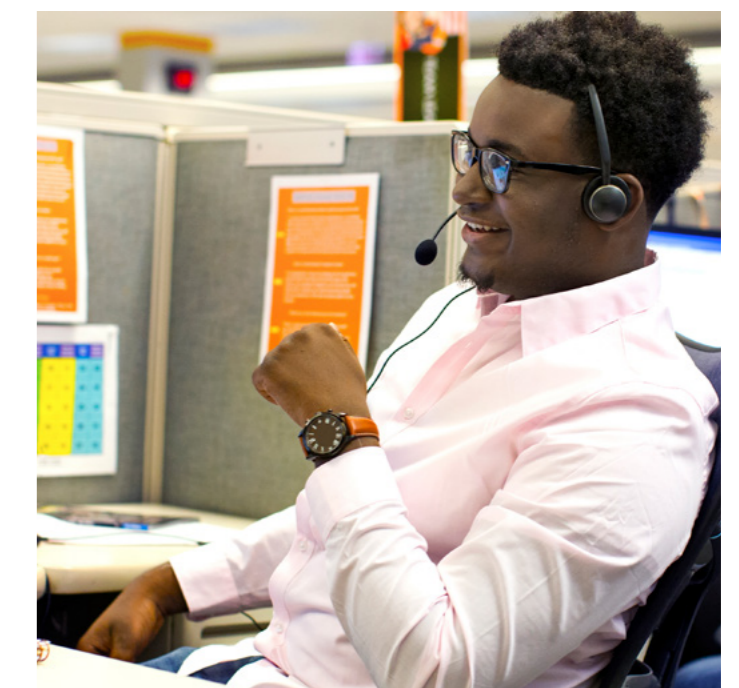
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**Juatise Gathings**  
 Director of Operations Center and Community Outreach  
 Chatham Customer Care Center

## Our belief statement

We believe that our diverse perspectives and experiences make us stronger and better able to help our customers, employees, and communities achieve brighter financial futures. And we believe that all—regardless of race, ethnicity, gender identity, sexual orientation, disability, veteran status, religion, or age—should feel valued, have a sense of belonging, be treated equitably, and enjoy the freedom to be themselves.



# Our DE&I journey

## A message from our CEO & CDO

As we present our first Diversity, Equity & Inclusion (DE&I) Report, we are proud of the foundation we have built and optimistic about the future. Each of us—individuals, companies, and government—has a role to play in creating opportunities for all people, and Discover is committed to doing our part. We believe we can make a difference in the lives of our employees, customers, and the communities in which we operate by taking an intentional approach to DE&I as we relentlessly pursue our mission of helping people achieve brighter financial futures.

Our DE&I journey began many years ago, but the last two years have helped us see our path in a new light. In 2020, when national attention turned to racial injustice, we re-examined how to transform our processes and systems to achieve equity and equality.

With greater internal resolve, we sought new opportunities to listen to each other, seek understanding, and reflect upon our role as a company, and as individuals. This led to difficult, long-overdue conversations and deepened our awareness of the ways in which past injustices have continued to shape the present. It also led to ideas on how we could help shape the future and influence systemic change.

To that end, we created a DE&I office, appointed our first Chief Diversity Officer, and set ambitious goals to hold ourselves more accountable for creating meaningful change. We see DE&I, which aligns with our Discover Values and Behaviors, as both the right thing to do and a core business practice critical to our success.

We recognize that a diverse organization attracts the best talent, retains the best talent, and makes better decisions, all of which allow us to better serve our customers. That is true for every level of the company, including our Board of Directors, which is 33 percent women and 25 percent People of Color<sup>1</sup> (POC). Together, we are determined to find new ways to challenge traditional corporate processes and push past institutional biases.

This mindset has opened our eyes to transformative opportunities, like opening a new customer care center in Chatham, a vibrant Black community on Chicago's South Side. Our new center provides needed jobs and helps us connect with a talented pool of candidates and suppliers. In the first several months of operations, our Chatham center is already exceeding customer-satisfaction goals and performing at an industry-leading level, reinforcing that diversity is one of our greatest assets and that Discover is a place where all individuals can build and advance their careers.

Chatham is an important step on our DE&I journey, one that tangibly shows the difference we can—and will—make as we continue to tackle challenges within and beyond our walls. It reflects the responsibility we feel to bring opportunities to people who have been denied for so long.

In the pages that follow, you will learn about our DE&I practice and see how it is woven through all facets of our company and business, from diversity representation to pay equity. You will see where we are strong and have made progress, as well as where we need to improve. Our transparency underscores our commitment to this business imperative, and we will need all Discover employees to be actively engaged to help us achieve our DE&I goals.

Our DE&I journey is ongoing, and we are excited for the opportunities ahead. We recognize there is much more to do, and we are committed to creating real change that will help people achieve brighter financial futures.

<sup>1</sup>In this report, "People of Color" comprises all races/ethnicities in the US that are not categorized as "White/Caucasian".



*Roger Hochschild*

**Roger Hochschild (he/him)**  
CEO and President,  
Discover Financial Services



*Jonita Wilson*

**Jonita Wilson (she/her)**  
Chief Diversity Officer,  
Discover Financial Services

# Our Chatham Customer Care Center

DE&I is a part of every decision we make, including the decision to expand our business to Chicago's South Side.

## Taking action in our hometown

In 2019, we were determined to rethink corporate site selection with our new Discover customer care center. That same year, Chicago's mayor unveiled the INVEST South/West initiative, which called on businesses to bring jobs to economically challenged areas.

After a pause due to COVID, Discover sprang into action. Discover expanded to Chicago's South Side, transforming a 100,000+ square foot vacant store in Chatham into a customer care center that could attract local talent and strengthen our hometown through the creation of needed jobs.

The response was incredible.

In Spring 2021, Discover received more than 1,300 applications for the first 20 positions at Chatham. All 20 offers we extended were accepted. We hired more than 225 people by the end of 2021, and are on track to create at least 1,000 new jobs.

“Expanding equity and opportunity across Chicago is possible thanks to the investment and support of corporate partners like Discover.”

**Lori Lightfoot**  
Chicago Mayor

## Going beyond for customers and community

The vast majority of employees live within five miles of the center; shorter commutes and greater financial stability allow those families to spend more quality time together.

As our team grows, we look forward to our 1,000 employees supporting businesses around the Chatham Center as they stop by for lunch, shop for essentials, and visit for other goods and services. We've also offered 25,000 square feet of the center's space for public use.

## Building with purpose

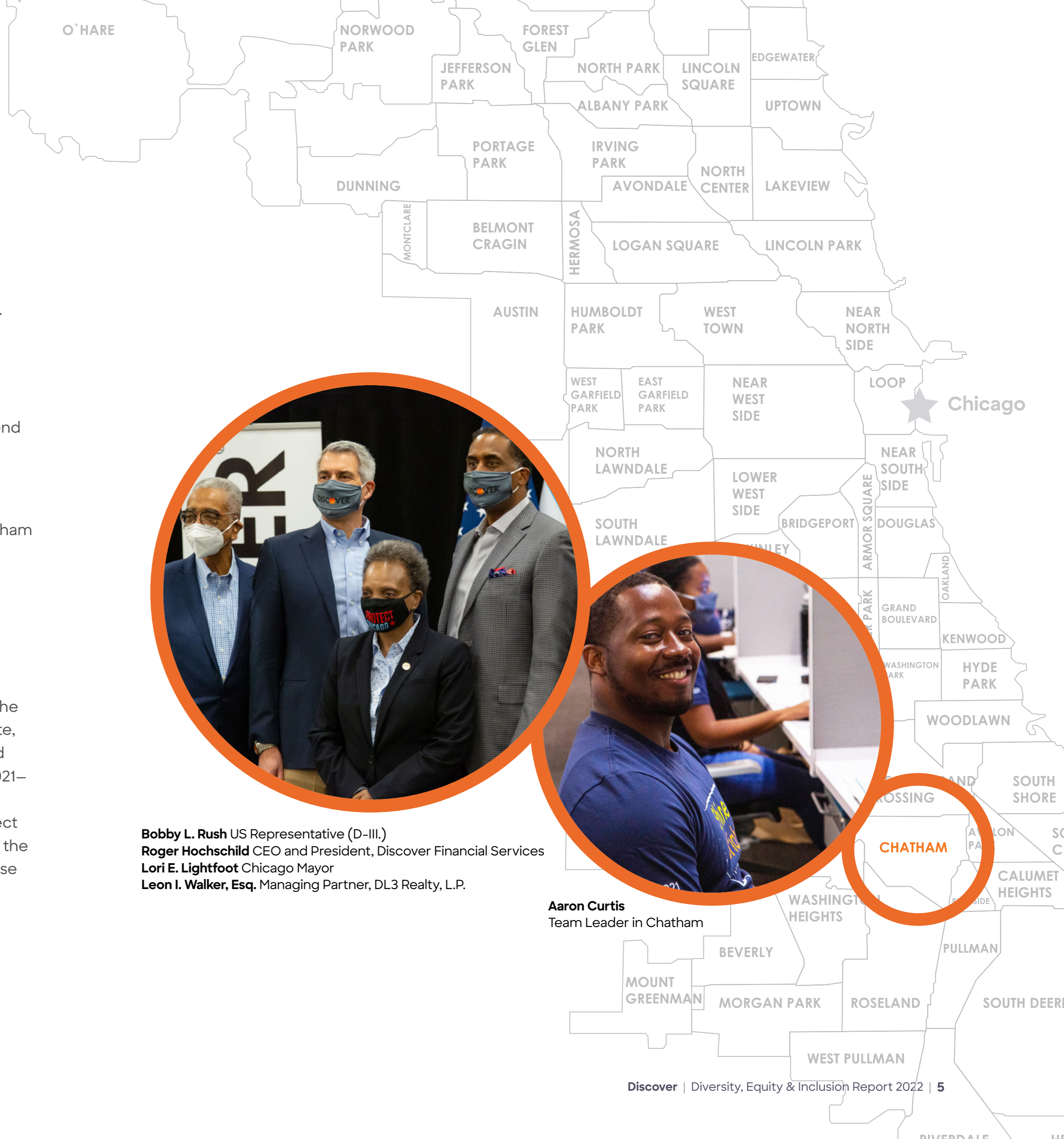
Supplier diversity was important to us throughout the process. To build and maintain our new Chatham site, we awarded 47% of our business to minority-owned suppliers and 28% to women-owned suppliers in 2021—far surpassing City of Chicago requirements of 26% and 6% respectively. Total spend for the entire project more than doubled city spending requirements for the Minority- and/or Women-Owned Business Enterprise (MWBE) commitment.



**Bobby L. Rush** US Representative (D-Ill.)  
**Roger Hochschild** CEO and President, Discover Financial Services  
**Lori E. Lightfoot** Chicago Mayor  
**Leon I. Walker, Esq.** Managing Partner, DL3 Realty, L.P.



**Aaron Curtis**  
Team Leader in Chatham



# Progress and goals

## A message from our CHRO

Diversity, Equity & Inclusion are innate to the spirit of our company, and I am proud of the progress we have made in these areas. We have seen firsthand that diverse teams make better decisions, problem-solve more creatively, and drive stronger performance.

This report provides a platform to share our current state and future goals for DE&I. We believe it's important to be transparent as we seek to create change and drive lasting impact within and beyond Discover.

We are a data-driven company and routinely benchmark our business practices; DE&I is no different. Our results are generally strong, and we are making good progress in many important areas:

- Our workforce diversity either exceeds or matches the workforce availability in each of the metropolitan areas where we operate.
- Our representation of women and POC is higher—at nearly every level—relative to other US companies, and specifically to the Banking and Technology sectors where we compete for talent.

- Our employee engagement and inclusion scores are consistently in the top 25 percent of all companies, and our strong engagement scores have relatively little variability across identity groups within Discover.
- Since 2018, women and minorities earned, on average, between \$0.99-\$1.03 for every \$1.00 earned by men and non-minorities, after accounting for factors such as role, tenure, and geography.

Discover is committed to the idea that “We get better every day.” As we reflect on our DE&I journey, we are encouraged by our progress, but we know we can do more. We see opportunities for improvement in all areas, including representation, and are committed to taking action on behalf of our employees and the communities in which we operate to help all people achieve brighter financial futures. To that end, we have set the following goals:

- **In pursuit of diversity**, we strive to increase representation of women and POC at all management levels to 50% and 40%, respectively, by 2025. Additionally, we strive to increase representation of Black and Latinx at all management levels to 15% by 2025.

- **To ensure equity**, we're establishing measures to identify and address potential biases, which will improve recruiting, retention, and internal mobility.
- **To foster inclusion**, we're working toward achieving equally strong inclusion scores in our annual employee survey across all identity groups by 2024.
- **To increase our external impact**, we're using our full platform of jobs, supplier spend, charitable contributions, products, and more to advance equity and motivate others to effect change.

Our DE&I story is still being written. We invite everyone reading this report to reach out to join us on the path to real progress and work with us to create a more diverse, equitable, and inclusive workplace and world.



*Andy Eichfeld*

**Andy Eichfeld (he/him)**  
Chief Human Resources &  
Administrative Officer,  
Discover Financial Services

# Discover talent compared to the local talent market

Our workforce diversity either exceeds or matches the workforce availability in each of the metropolitan areas where we operate.

Discover workforce in operating cities relative to the local talent market		WOMEN <sup>1</sup>		POC	
	Total US Discover Employees <sup>2</sup>	Discover Employees <sup>2</sup>	Local Talent <sup>3</sup>	Discover Employees <sup>2</sup>	Local Talent <sup>3</sup>
<b>Chicago, IL</b> Tech, Analytics, Marketing, Core Functions, Customer Care	5,018	47%	47%	51%	37%
<b>Salt Lake City, UT</b> Customer Care	3,416	68%	45%	33%	15%
<b>Phoenix, AZ</b> Customer Care	2,862	69%	45%	45%	30%
<b>Columbus, OH</b> Customer Care	2,188	67%	47%	30%	17%
<b>Greater Philadelphia Area</b> Customer Care	1,251	73%	48%	50%	25%
<b>Houston, TX</b> Tech, Payments, Network, Core Functions	402	45%	45%	62%	49%

<sup>1</sup> Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, but we are matching to the external benchmark.

<sup>2</sup> As of December 31, 2021

<sup>3</sup> Source: US Department of Labor

Our gender & race/ethnicity numbers are based on self-identification.

# Discover representation by level compared to industry representation

Another benchmark we look at is our workforce representation by level, compared to Banking & Consumer Finance and Technology. We evaluate ourselves against *Women in the Workplace*, a study conducted by McKinsey & Company and LeanIn.org since 2015, as well as against additional McKinsey & Company studies on racial equity in financial services.

At nearly every level, our representation of women and POC exceeds or is on par with industry numbers.

We have an opportunity to increase representation of women who are salaried Individual Contributors, particularly within our large technology workforce.

Discover workforce compared to the Banking and Tech industries	WOMEN <sup>1</sup>				WOC <sup>2</sup>		POC	
	Discover 2021 <sup>3</sup>	All US Companies	Banking & Consumer Finance	Technology (Software)	Discover 2021 <sup>3</sup>	All US Companies	Discover 2021 <sup>3</sup>	All US Companies
Officers (EVP, SVP, VP)	36%	≤30% <sup>4</sup>	≤33% <sup>4</sup>	≤27% <sup>4</sup>	9%	≤7% <sup>4</sup>	31%	≤20% <sup>4</sup>
Directors	41%	35%	37%	32%	11%	9%	28%	24%
People Managers	53%	41%	45%	38%	17%	12%	34%	29%
Individual Contributors, Salaried	45%	48%	51%	40%	19%	17%	46%	34%
Individual Contributors, Hourly	74%	N/A	N/A	N/A	33%	N/A	44%	N/A

<sup>1</sup>Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, but we are matching to the external benchmark.

<sup>2</sup>WOC is defined as Women of Color. In this report, Women of Color comprises women of all races/ethnicities in the US that are not categorized as White/Caucasian.

<sup>3</sup>As of December 31, 2021

<sup>4</sup>Source: McKinsey & Co. and Lean In, *Women in the Workplace: The State of Women 2021*. McKinsey & Co. benchmark data delineates VP, SVP, and C-Suite representation, but does not provide a cumulative figure for Officers. 'Less than' symbol reflects that what is shown is the highest number of the three.





# Building momentum

How we started and where we're going



# Being more intentional

Our commitment to Diversity, Equity & Inclusion has for years been rooted in our company's core values: Doing the Right Thing, Collaboration, Openness, and Respect. In 2019, we started to take a more overt and intentional approach to accelerate our progress. In 2020, when the push for racial justice reached national levels, the Black Organizational Leadership at Discover (BOLD) Employee Resource Group (ERG) hosted a listening session to give all employees a platform to share and learn.

The impact of this session reverberated throughout the organization, spurring the launch of our DE&I Task Force. Later that year, we appointed our first Chief Diversity Officer, Jonita Wilson.

The DE&I Task Force mobilized support across the entire Discover community. This effort identified gaps, raised existing aspirations, and set new goals that all folded into a bolder, more meaningful DE&I strategy.



Employees at the Chatham office posing with a South African hand symbol of compassion, meaning 'I am because you are.'

# Our North Star Goals

As we move toward making the changes we want to see, we've set our North Star Goals to help us get there. These measurable goals contribute to narrowing systemic gaps and take steps toward a more accepting workplace and society.



## Diversity

Increase the representation of women and People of Color at all management levels to 50% and 40%, respectively, by 2025

Increase representation of Black and Latinx at all management levels to 15% by 2025

## Equity

Establish equity measures to identify and address potential biases, which will improve recruiting, retention, and internal mobility

## Inclusion

Achieve equally strong employee inclusion across all identity groups by 2024

## External Impact

Use our full platform of jobs, supplier spend, charitable contributions, products, and more to advance equity and motivate others to effect change

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# Welcoming diversity

The many people who make Discover great



# Discover Board of Directors

Our Board of Directors is comprised of 33% women and 25% People of Color.

We were named finalists for the NACD Diversity, Equity & Inclusion (DE&I) Awards in 2021. The NACD (National Association of Corporate Directors) is the authority on boardroom practices, representing more than 22,000 board members. In 2021, they nominated ten boards, spanning across company sizes, types, and industries, for the NACD Diversity, Equity & Inclusion (DE&I) Awards. The board of Discover Financial Services was one of the nominees.



**Thomas G. Maheras**  
Partner, Iron Park Capital Management, LLC; Managing Partner, Tegean Capital Management, LLC

*Independent Chairman*



**Jeffrey S. Aronin**  
Chairman and CEO, Paragon Pharmaceutical Capital, LLC; and Paragon Biosciences, LLC



**Mary K. Bush**  
Chairman, Bush International, LLC

*Chair-Nominating and Governance Committee*



**Gregory C. Case**  
Chief Executive Officer, Aon plc

*Chair-Compensation and Leadership Development Committee*



**Candace H. Duncan**  
Former Managing Partner, KPMG LLP



**Joseph F. Eazor**  
President and CEO, Clario



**Cynthia A. Glassman**  
Former Under Secretary for Economic Affairs, US Department of Commerce

*Chair-Audit Committee*



**Roger C. Hochschild**  
Chief Executive Officer and President, Discover Financial Services



**Michael H. Moskow**  
Retired President and CEO, Federal Reserve Bank of Chicago

*Chair-Risk Oversight Committee*



**David L. Rawlinson II**  
President and CEO, Qurate Retail, Inc.



**Mark A. Thierer**  
Managing Partner, AssetBlue Investment Group



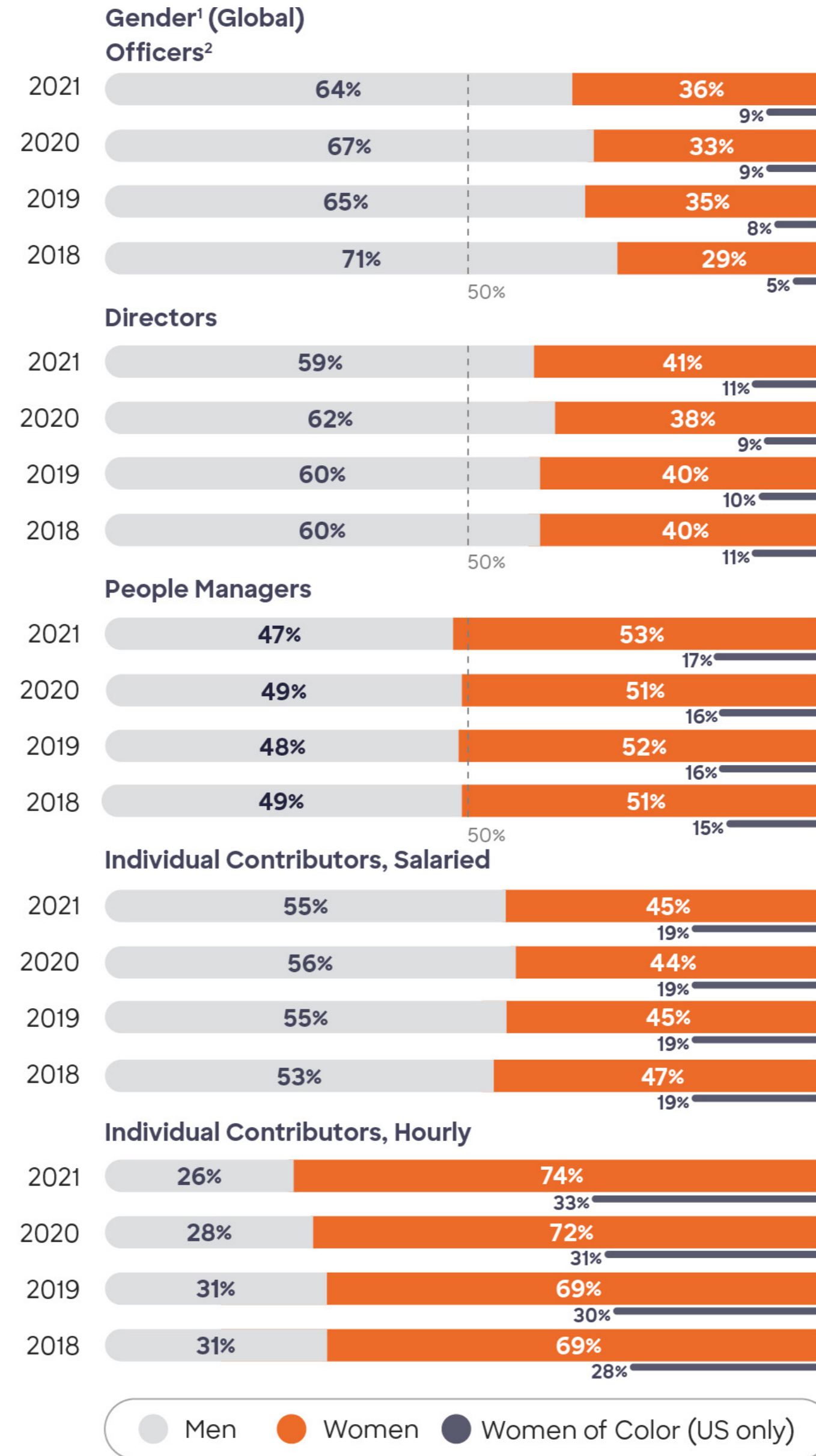
**Jennifer L. Wong**  
Chief Operating Officer, Reddit, Inc.

# Gender and race/ethnicity at Discover

We're encouraged by the progress we've made in gender and race/ethnicity representation over time at Discover. We are tracking toward our Diversity North Star Goal of 50% women and 40% POC at all management levels by 2025.

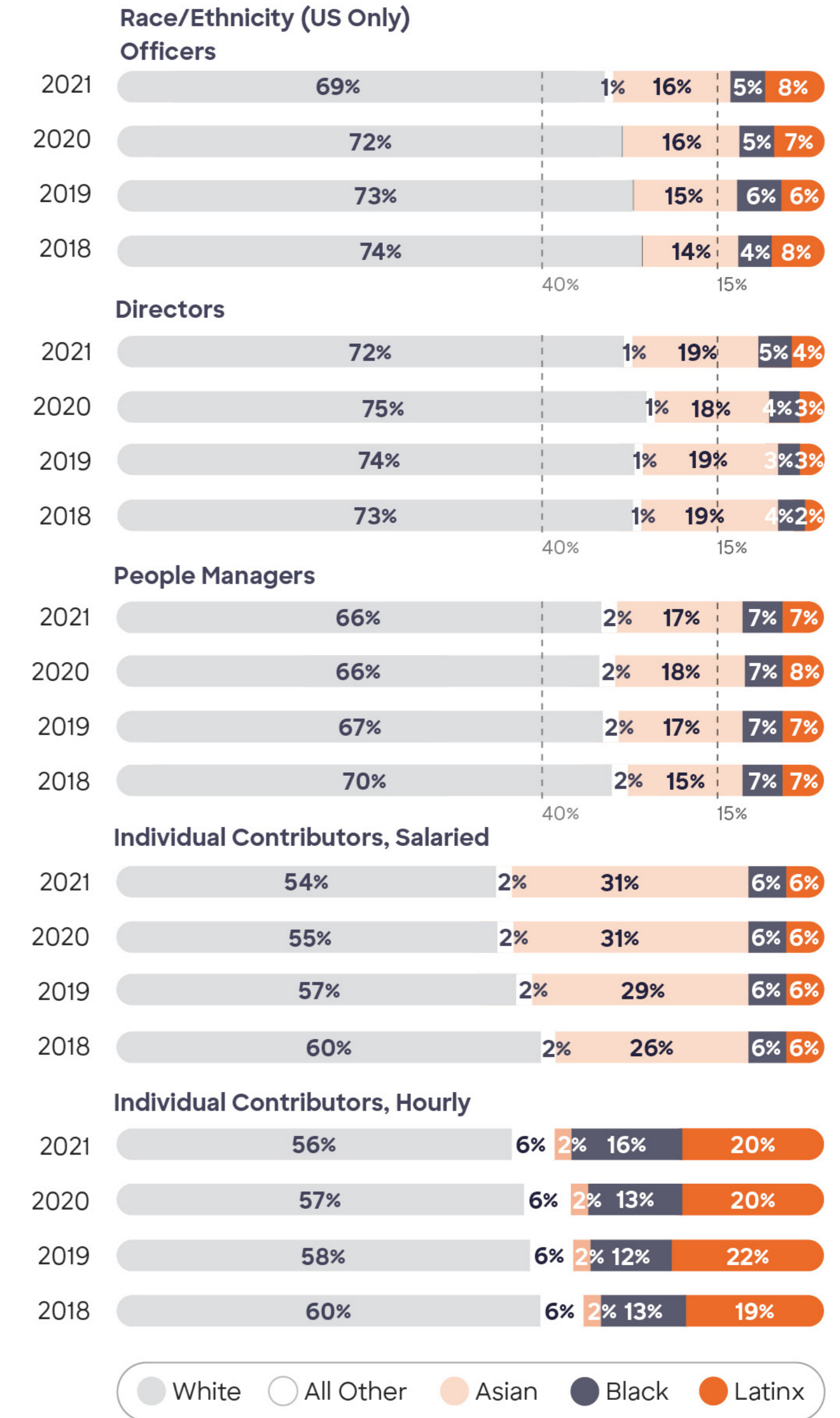
Since 2018, we've made strong progress toward more women at the Officer level, especially in our large technology and analytics organization, and with POC at every level except Director.

We have more progress to make toward our North Star Goal of 15% representation of Black and Latinx at all management levels by 2025.



<sup>1</sup>Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, and we will be updating our measurement in the near future.

<sup>2</sup>Officers are comprised of the EVP, SVP, and VP population.



# Increasing diversity at **all levels**

Representation in leadership is vital. When we look to the people guiding us forward, we want them to reflect the diverse groups they are leading along the way.

 [Learn more on our DE&I site](#)

## Developing Black and Latinx leaders

We created two development programs to accelerate our pipeline of diverse talent.

**Shine Bright** pairs Black and Latinx Directors and Managers with an internal Director- or Officer-level sponsor, giving them greater exposure and networking opportunities so they have more advocates across the company.

**Rise** offers Black and Latinx Individual Contributors self-paced training sessions, workshops, and experiential learning opportunities to help develop their leadership skills for future roles.

## Diversity training for recruiters

We are committed to hiring the best and most qualified candidates to add to our team. From using proven third-party tools to ensure that job descriptions include equitable language, to conducting ongoing recruiter training, to diversifying sourcing efforts, we are improving the hiring process at every stage. We also implemented guidance for diverse candidate slates and interview panels. We don't just look for those that fit our culture, we want candidates that will add to our culture.

## We have a growing and evolving portfolio of leadership programs:

**HACE Leadership Program:** Emerging Latino Leaders Program that will transform high-potential Latino professionals into high-performing leaders

**Mujeres de HACE:** Women's leadership program geared to empower high-potential Latina professionals

## McKinsey Academy Black Executive Leadership

**Program:** Designed for senior executives looking to ascend to C-suite roles

## McKinsey Academy Management Accelerator:

Designed for high-performing Managers aspiring to take the challenging leap into senior leadership

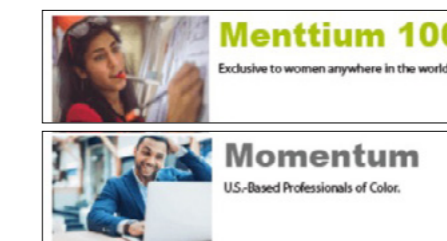
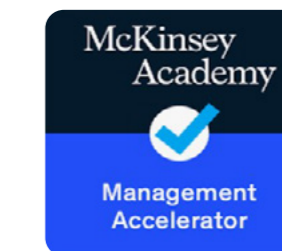
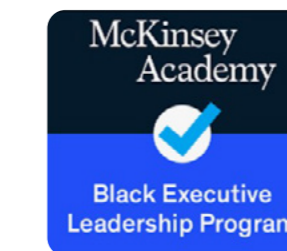
**Menttium 100:** 12 months of formal one-to-one mentoring, business education, and networking opportunities for women

## Corporate Leadership Center, Leading Women Executives:

Program that focuses on three critical elements for success—leadership skill building, organizational support, and ongoing networking

## Yale School of Management, Women's Leadership Program:

Online program to help develop women's full professional potential as a leader in business and society



# Elevating diversity in technology

We want to change what the tech industry looks like—adding greater diversity and representation to foster greater innovation.

We are doubling down on our DE&I efforts within our technology group, primarily with the support of our Women in Technology community. This is a passionate network of employees that advances and retains women currently in tech, while empowering the next generation of women technologists. In 2021, members presented at the annual Grace Hopper Celebration, the world’s largest gathering of women technologists. We are continuing to grow our Black and Latinx representation through focused sourcing efforts to attract talent.

Additionally, the Discover Technology Academy offers assessments, programs, and workshops for Discover technologists to help them expand their individual skills and advance their careers. This training is one way we can improve diversity in our tech roles and help increase our Black and Latinx representation.

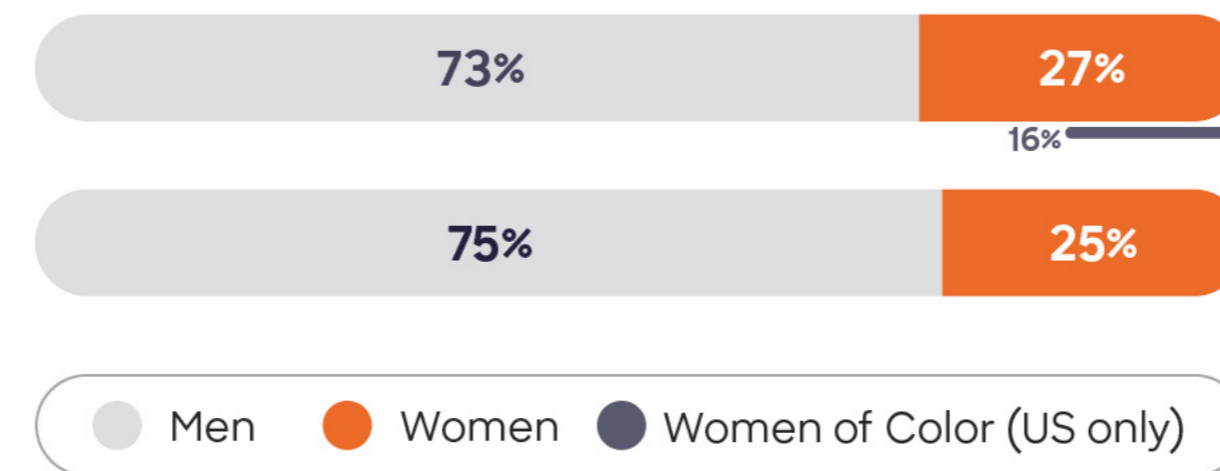
<sup>1</sup> Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, but we are matching to the external benchmark.

<sup>2</sup> As of December 31, 2021

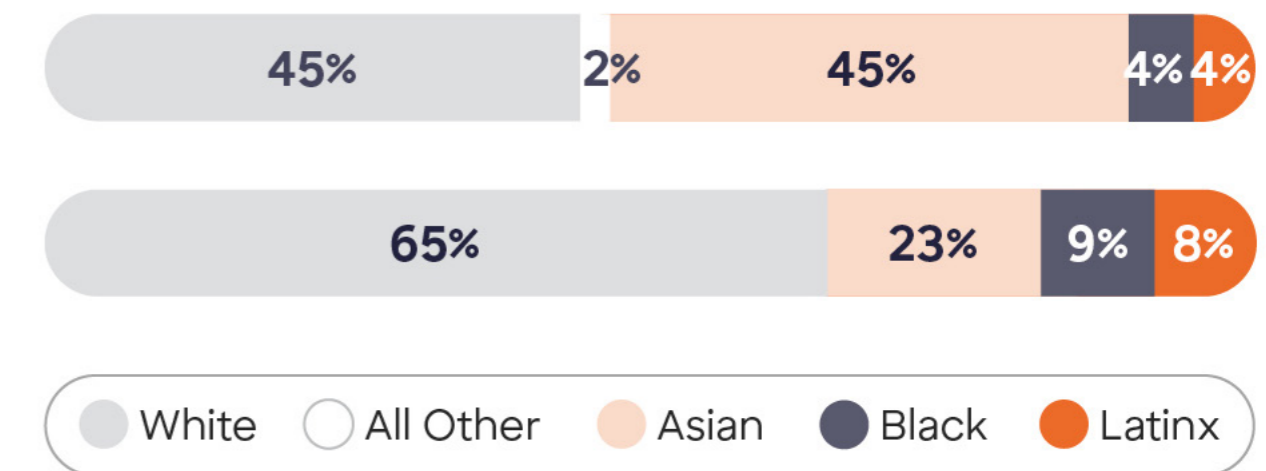
<sup>3</sup> Crain’s Chicago Business, Tackling the tech talent imbalance, 2021

## 2021 representation in Discover tech roles

### Gender<sup>1</sup> (US only)



### Race/Ethnicity (US only)



“Our goal is to create a culture where representation matters in the products we deliver—where code isn’t complete until it reflects the diverse experience of its users.”

**Angel Luis Diaz (he/him)**  
VP, Technology Capabilities & Innovation  
Business Technology



“My hope for women in tech is to uplift other women. I’m personally invested in everyone’s growth around me.”

**Aradhana L. (she/her)**  
Senior Software Developer



# Diversity on a global scale

Discover feels like a local company, but we're a brand with a global presence. In fact, Discover is often the first credit card that new Americans apply for when they move to the US.

We welcome employees from all over the world to come together to work as one team at Discover. That diversity of backgrounds and perspectives enriches our workplace and furthers our capabilities.

We sponsor 1,400 employees from other countries to work in the United States, approximately 1 in 5 of our salaried employees.

Nearly 600 Discover employees work in a country outside the United States. We have offices in the UK, China, and Singapore that strengthen our overall workforce.

**~1 out of every 5 salaried employees are sponsored from other countries**



**Countries of origin include:**

- |           |                |
|-----------|----------------|
| Australia | Italy          |
| Canada    | South Korea    |
| China     | Mexico         |
| France    | Mongolia       |
| Germany   | Nepal          |
| Ghana     | Netherlands    |
| Greece    | Nigeria        |
| India     | Pakistan       |
| Indonesia | Taiwan         |
| Iran      | United Kingdom |

# Advocating for everyone

We don't just welcome diversity, we celebrate it. We recognize that "diversity" includes many groups beyond gender and race or ethnicity.

We have an extensive track record of creating and advocating for LGBTQ+-inclusive practices in the workplace. Our efforts do not start and end with PRIDE Month.

## Best Place to Work for LGBTQ+ Equality



For the ninth consecutive year, the Human Rights Campaign (HRC) named Discover as a Best Place to Work for LGBTQ+ Equality. Discover joins the ranks of more than 840 major US businesses that also earned top marks in 2022.

- We're working to expand our self-ID campaign, beyond existing regulatory requirements, to include sex, sexual orientation, and gender identity.
- We continue to enhance our transgender health benefits, removing the \$75,000 cap for medical expenses in 2021.
- We created a gender transition toolkit, a transition advocate group, and transgender and gender non-binary training to support and educate employees.



“I can still feel all the emotions I experienced the first time I saw our Pride flag waving next to our American flag, proclaiming to every person that walks through our doors: you belong here.”

**Tracy Hedrick (she/her)**  
VP, Phoenix Operations Center



“I have been able to bring my whole self to work every day since day one. Everyone has always used my preferred name and pronouns to address me.”

**Anahita C. (she/her)**  
Lead Modeler, Data and Analytics

# Advocating for everyone

## Supporting people with disabilities

To further empower our employees with disabilities, we seek out partnerships that deepen this commitment.

## New partner this year

Rangam is a minority-, women-, and disability-owned company that provides workforce staffing solutions. With their guidance, we've launched a hiring program to increase neurodiversity in our workforce.

## 100/100

Disability:IN is an advocacy organization that scores companies against a benchmark tool called the Disability Equality Index. **In 2021, we received a score of 100 on the Disability Equality Index.** And Disability:IN named us "Best Place to Work for Disability Inclusion."

## Supporting different generations

Each generation has its own unique perspective, and a workplace that has many generations can draw from the best of each.

## Discover employees by generation<sup>1</sup>

- Gen Z: 14%**
- Millennials: 47%**
- Gen X: 30%**
- Boomer+: 9%**

## Supporting veterans

To connect and support our veteran employees, we have our Honoring Military & Veterans (HMV) Employee Resource Group (ERG). Additionally, we partner with organizations to help us create a more meaningful impact in the lives of veterans.

Blue Star Families is a nonprofit that empowers military and veteran families to thrive in their communities and secure job opportunities. We're proud to support Blue Star Families and the incredible work it does for over 1.5 million military family members every year.



“I think many of our Discover Behaviors align with military service mantras... I am extremely proud that Discover does such an amazing job recognizing our active duty and veterans.”

**Jason O. (he/him)**  
Senior Manager Chapter Engineering, Business Technology

<sup>1</sup>Gen Z: 1996 - 2015. Millennials: 1977 - 1995. Gen X: 1965 - 1976. Boomer+: 1964 and before.



# Establishing equity

Addressing gaps in the workplace



# Ensuring **equity** in the workplace

We believe that every person should be treated equitably, and we want to ensure we are not perpetuating disparities.

## **Pay equity**

We seek to pay our employees fairly for their work. We regularly monitor our performance, addressing pay-equity discrepancies or issues as appropriate. We benchmark roles and compensation data to help ensure internal pay equity. As we approach our North Star Goal for representation at management levels, median pay for women and POC will rise as well.

Discover partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.

After accounting for factors such as role, tenure, and geography we've determined that:

**Since 2018, women and minorities at Discover earn, on average, between \$0.99-\$1.03 for every \$1.00 earned by men and non-minorities**

## **Equity in our talent processes**

We are pursuing a company-wide, data-driven approach to identify and address potential biases within our talent processes—like hiring, promotions, performance reviews, attrition, and corrective actions. This approach includes a deeper analysis of our systems and how they work together to ensure fairness.

## **Anti-bias training**

A company-wide training called Deliberate Advocacy helps employees to not only address their individual biases, but actively become anti-bias advocates. More than 16,000 employees (97% of our workforce) have completed the training.



# Hires, promotions & attrition of salaried employees

Since 2018, we've seen steady promoting of women and greater representation of POC throughout our company. This is consistent with our Equity North Star Goal to identify and address potential biases, which will improve recruiting, retention, and internal mobility.

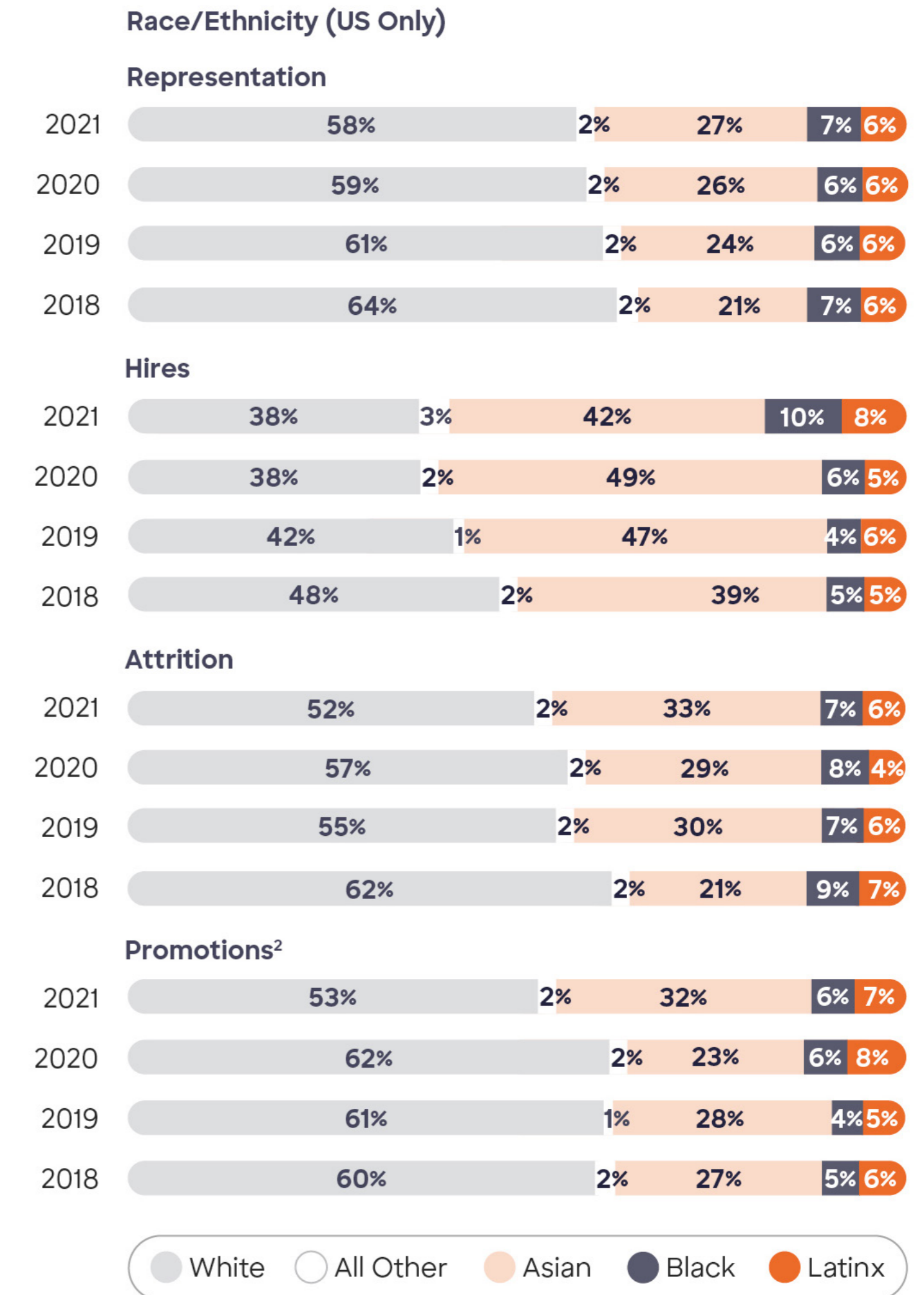
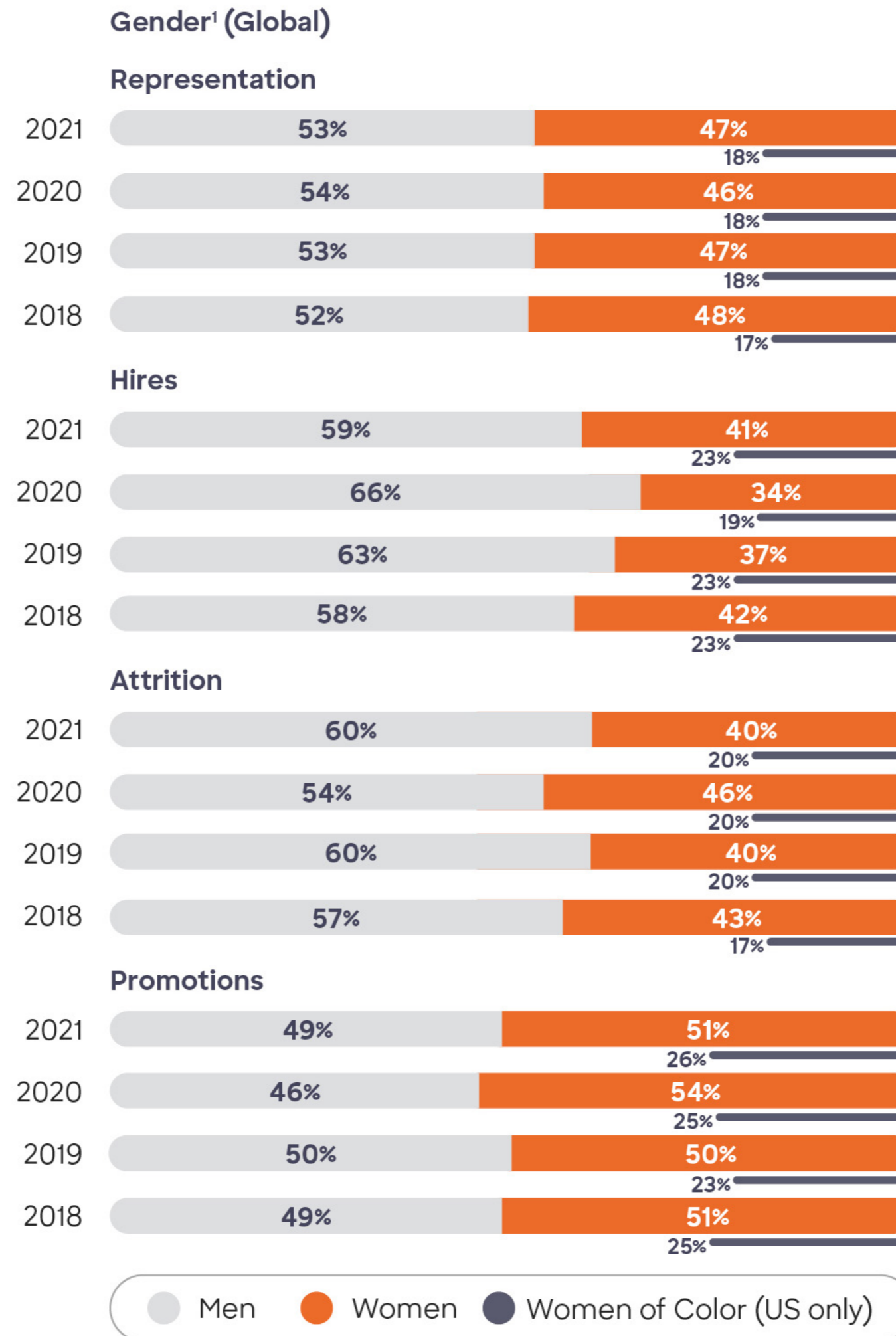
Hiring and attrition for women has moved up and down since 2018, with an overall decrease in the proportion of women globally. This represents an area of opportunity for us.

In 2021, hiring of POC has outpaced attrition, leading to an overall increase in POC representation among our salaried workforce in the United States.

Women have received slightly more than 50% of promotions, and POC close to 40% of promotions.

<sup>1</sup>Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, and we will be updating our measurement in the near future.

<sup>2</sup>Significant increase in promotions for Asian employees in 2021 due to a one-time reclassification in our technology organization.



# Hires, promotions & attrition of hourly employees<sup>3</sup>

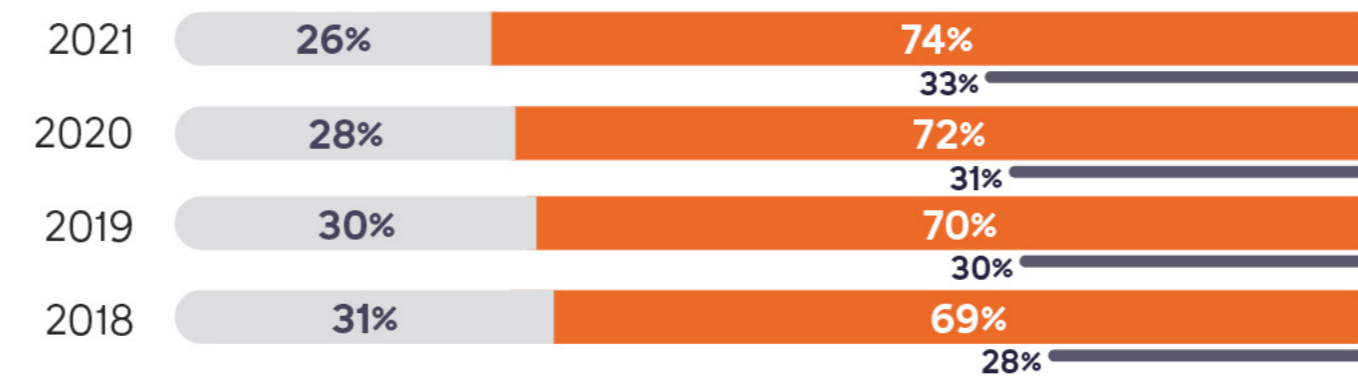
Since 2018, we've seen meaningful increases in hires, promotions, and overall representation for both women and People of Color. This is consistent with our Equity North Star Goal to identify and address potential biases, which will improve recruiting, retention, and internal mobility.

Since 2018, we've seen positive hiring trends for women and POC, leading to increases in representation across our hourly workforce. Decreasing attrition for women and POC is an area of opportunity for us.

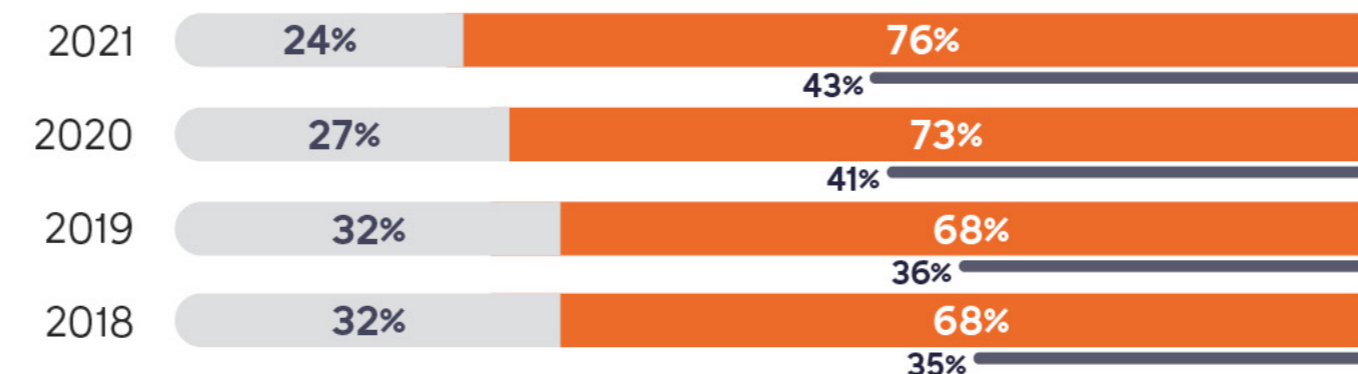
In comparison to our representation, the proportion of promotions matches the percentage of POC, but lags slightly for women.

## Gender<sup>1</sup> (Global)

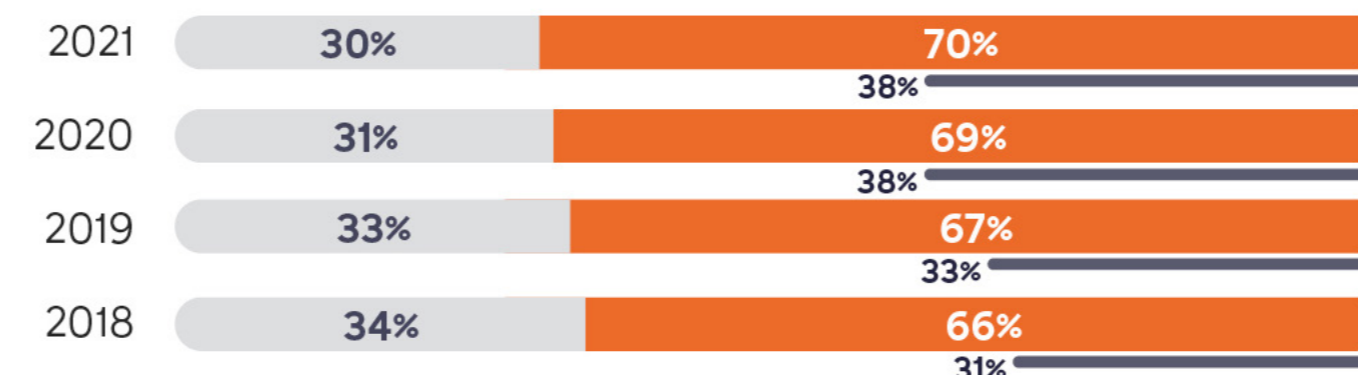
### Representation



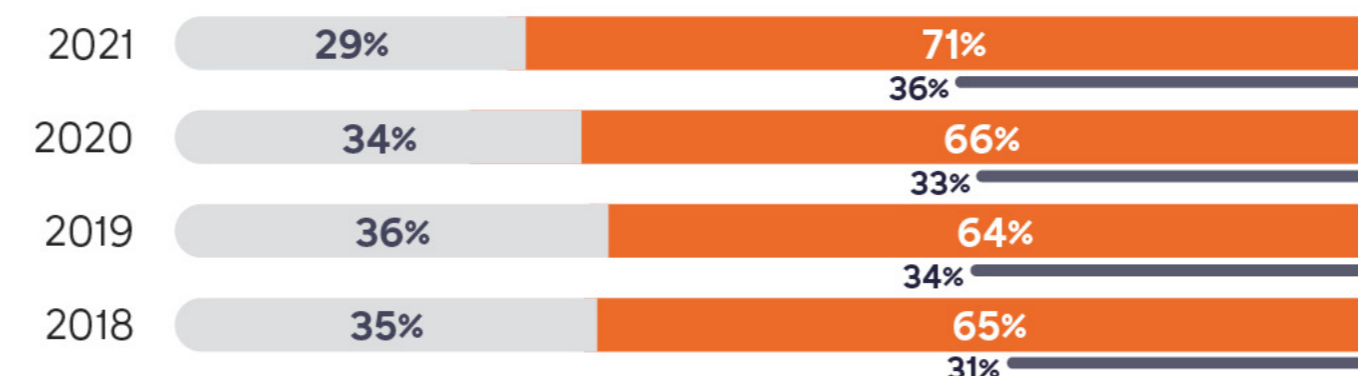
### Hires



### Attrition



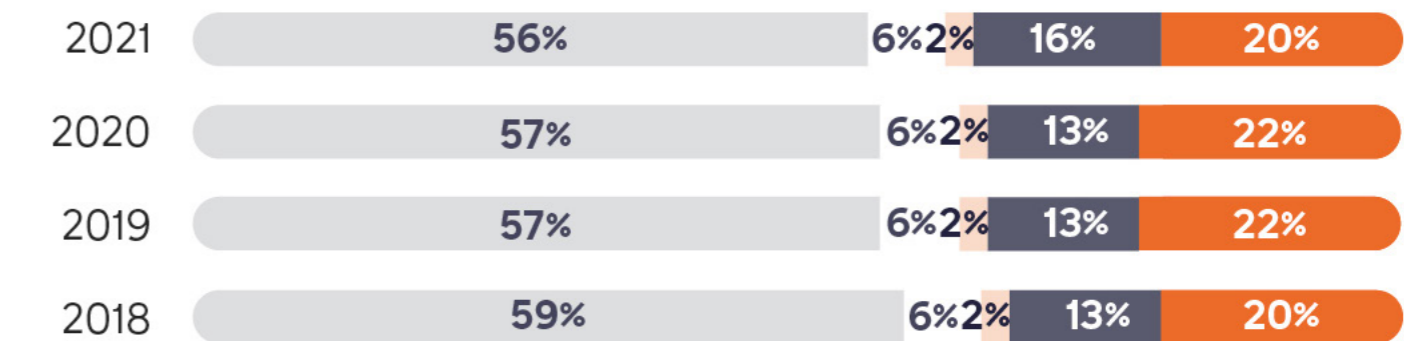
### Promotions



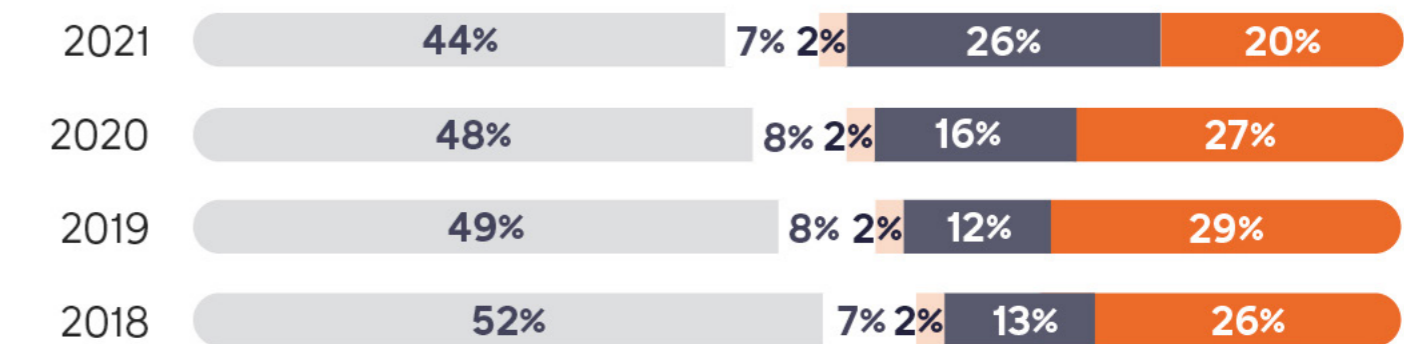
Men Women Women of Color (US only)

## Race/Ethnicity (US Only)

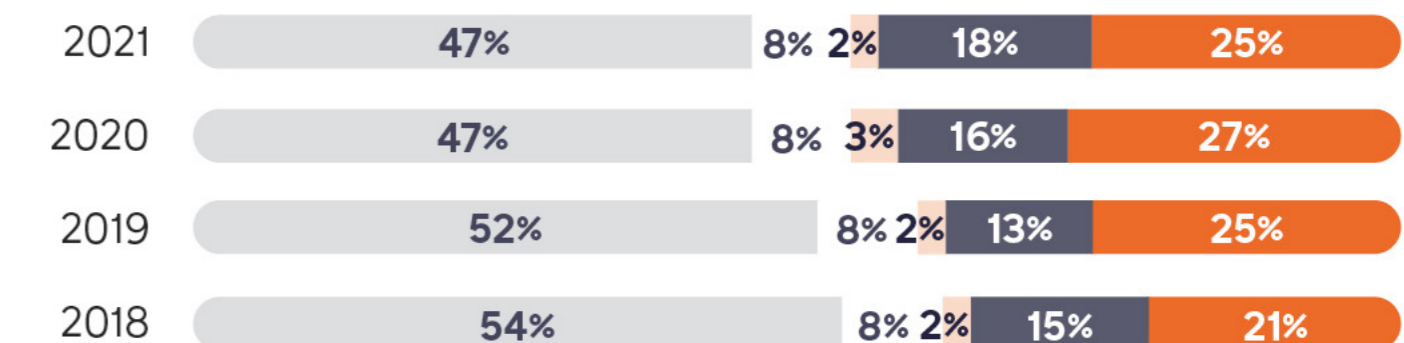
### Representation



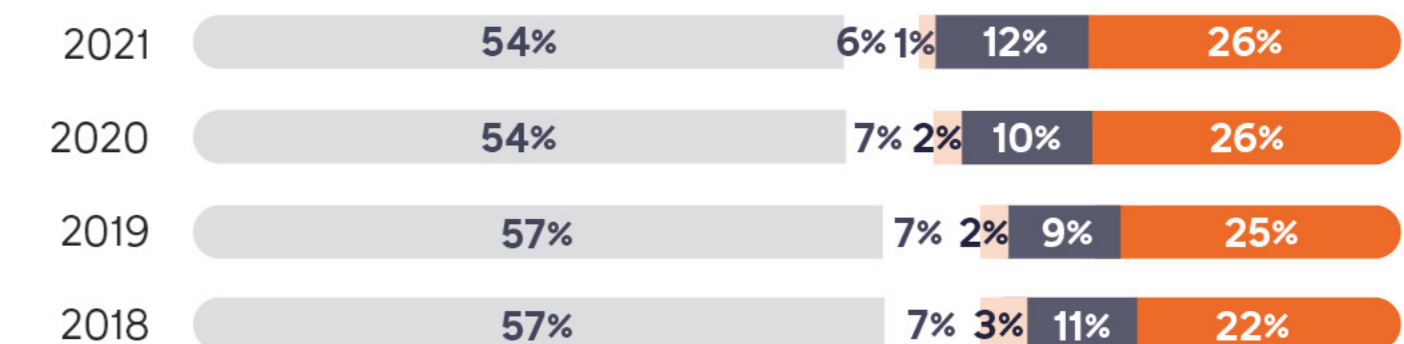
### Hires<sup>2</sup>



### Attrition



### Promotions



White All Other Asian Black Latinx

<sup>1</sup> Current data on gender is measured Men/Women. We recognize this does not represent the full spectrum, and we will be updating our measurement in the near future.

<sup>2</sup> Significant increase in hires for Black employees in 2021 due to opening of Chatham Customer Care Center.

<sup>3</sup> Approximately 95% of our hourly employees are customer service agents and all agents are based in the US.

# Opportunities for educational advancement

Education is a vital step in the collective journey toward equity. Because access to education is a major driver of inequality in the United States, we're invested in leveling the playing field.

In 2018, we partnered with Guild Education, whose mission is to unlock opportunity for America's workforce through education and upskilling, to fund tuition for all eligible US employees who enroll in degree programs at select universities.

**New in 2021, we proudly added our first HBCU, Paul Quinn College, to our list of fully funded schools.**

Unlike other tuition reimbursement programs, for our Discover College Commitment we prepay tuition directly to the university. That means the employee doesn't have to pay up front or wait in financial limbo for transfers or approvals. The only out-of-pocket costs are for books, supplies, and fees, which are submitted for reimbursement.

**All eligible US employees are able to access this benefit from their first day of employment.**

**i** [See more ways we support our employees on our DE&I site](#)



**2,000+**  
Discover employees enrolled in an education program since 2018



**1.4x increased**  
retention rate among enrolled employees<sup>1</sup>



**2x more**  
likely that an employee is promoted after program enrollment<sup>1</sup>



**~\$20M**  
in total tuition costs paid by Discover since 2018



“These benefits have meant everything! They mean a secure future for my child, a great chance at career advancement, and the chance to be a college graduate –which means so much to me.”

**LeeAnn R. (she/her)**  
Coach, US Cards

<sup>1</sup>Information is based on 2020 data, which is when the underlying analysis was last conducted.





# Creating inclusion

Valuing all people at Discover



# All employees equally engaged

We use employee feedback to enhance our decisions and continuously improve at Discover. To get honest feedback, employees are asked to participate in an **annual opinion survey** through Glint, a third-party platform.

## Top 25%

Discover scores in the top 25% of companies that take the Glint survey.

### How it works

Employees give feedback on a number of attributes, including these five: Engagement, Inclusion, Authenticity, Equal Opportunity, and Belonging. To capture the diverse voices of our population, we measure the results by race/ethnicity, gender, LGBTQ+ status, individuals with disabilities, and veteran status.

### Results

Employees across all groups report very similar experiences with regard to Engagement, Inclusion, Authenticity, Equal Opportunity, and Belonging.

Still, we have some opportunities to improve on some of these dimensions, particularly for employees who identify as Black, Asian, or Disabled.

Scores from August 2021 opinion survey (US only)

	Race/Ethnicity					Gender		Self-Identified			DFS Overall
	White	All Other	Asian	Black	Latinx	Women	Men	LGBTQ+	Disability	Veteran	
<b>Engagement</b>	80	79	80	79	81	81	79	80	80	83	<b>80</b>
<b>Inclusion</b>	84	83	<b>80</b>	<b>80</b>	83	83	83	84	82	86	<b>83</b>
<b>Authenticity</b>	82	80	82	<b>78</b>	83	82	81	82	<b>79</b>	82	<b>82</b>
<b>Equal Opportunity</b>	81	81	<b>77</b>	<b>74</b>	82	80	80	81	<b>78</b>	83	<b>80</b>
<b>Belonging</b>	77	75	77	74	76	77	76	76	75	80	<b>76</b>

Scores out of 100

Orange scores indicate improvement opportunities.

# Together we make it happen

DE&I work belongs to everyone at Discover. We have a dedicated DE&I office, but the responsibilities extend beyond just one group. Employees across the company work together, driven in their pursuit of greater Diversity, Equity & Inclusion.

### Breakthrough Team and Business Unit Councils

The DE&I Breakthrough Team is a collective of representatives from each Discover Business Unit Council that connects the enterprise DE&I strategy to each line of business objectives. The team meets regularly to share best practices and determine new initiatives.

### Employee Resource Groups

Employee Resource Groups (ERGs) are vital communities that support career development, and connect and empower employees so they can be their most authentic selves at work. In 2012, we formed our first ERG, and we've grown to have nine in total today.

Our ERGs continue to evolve, just like our conversations and culture evolve. We recently updated our ERGs to increase collaboration and intersectionality, decreasing repetitive work, and evenly distributing responsibilities.



**APAD**

Asian Professionals At Discover



**BOLD**

Black Organizational Leadership At Discover



**HMV**

Honoring Military & Veterans



**iHOLA!**

Helping Organize Latino Achievement



**Pride**

Lesbian • Gay • Bisexual • Transgender • Allies



**N8V**

Native American Leadership at Discover



**PWIR**

Professional Women Impacting Results



**Strive**

Strive for Disability Empowerment



**YPOD**

Young Professionals At Discover



“Being part of the ¡HOLA! ERG has truly given me the opportunity to not only share many great things about the Latinx community, but also meet many individuals that share my same passion.”

**Luis B. (he/him)**  
Senior Manager Operations Center, US Cards

# Discover awards and recognition 2013–2022

## Company of choice awards (national and DE&I)

**Best Employer for Asian Pacific Americans** by Asia Society (2018–2019)

**Best Place to Work for LGBTQ Equality** by the Human Rights Campaign’s Annual Corporate Equality Index (2013–2022)

CAREERS & the disABLED **Top 50 Employers** (2022)

ComputerWorld **Best Places to Work in IT** (2018–2021)

Disability Equality Index **Best Place to Work for Disability Inclusion** (2021)

Discover has been ranked in the **Vault’s Best Internships Rankings** (2020–2021)

Discover ranks #16 in **Vault’s Best Internship for Diversity LGBTQ+ Individuals** (2022)

Discover ranks #16 in **Vault’s Best Internship for Overall Diversity** (2022)

Discover ranks #20 in **Vault’s Best Internship for Racial & Ethnic Diversity** (2022)

Equal Opportunity **Top 50 Employers** (2018–2020)

Forbes **best employers for Diversity** (2018, 2020–2021)

Forbes **best employers for new grads** (2019–2021)

Forbes **best employers for Women** (2018–2019, 2021)

Forbes **World’s Best Employers** (2019)

Glassdoor’s **Best Place to Work for Large U.S. Companies** (2021)

Indeed **Top Rated Workplace for Millennials** (2018)

**Top Company for Women Technologists** by AnitaB.org (2020)

**Top Workplaces USA** (2022)

Women’s Choice Award® **Best Companies for Women** (2018–2021)





# Making an external impact

Working to create and drive change



# We appreciate our customers

Diversity, Equity & Inclusion is not just a business goal. It's a responsibility that extends beyond our offices and employees to our customers and communities. Our external impact is how we help build a more accepting society and inspire others to join along the way.

## Cards that honor culture

We believe the card that people use every day should represent them. Employees in our ERGs helped understand customer needs and advocated for their representation in our cards.

The Discover Pride ERG led the development of our Pride card design in 2015 to celebrate the LGBTQ+ community. Today, this is one of the top 5 designs chosen by our cardmembers. And it's getting requested more every year—we saw over a 30% increase from 2020 to 2021 in requests for the Pride card.

In 2020, a team of leaders from BOLD (Black Organizational Leadership at Discover) and the Discover Cardmember marketing organization assembled to develop card designs that celebrate Black culture. Only one major US financial institution offered a card that celebrated Black people, and we embraced the opportunity for Discover to step up to fill the gap. The Discover workgroup voted on a variety of card designs, and the top three are now available to Discover Cardmembers everywhere.



## #EatItForward for local restaurants

The pandemic hit local restaurants hard, especially Black-owned restaurants. We wanted to do something to rally their communities and help these business owners keep their doors open.

Discover launched the #EatItForward campaign in October 2020. A crowdsourced, social media-driven campaign, #EatItForward offered a total of \$5 million to Black-owned restaurants across the country.

Using the power of social media, people nominated their favorite Black-owned restaurants on our Facebook, Twitter, and Instagram pages. Every nominee was entered into a drawing to receive one of 200 awards of \$25,000.



We created these window decals for businesses to encourage them to show that they support diverse communities when they accept Discover.



“We feed our community in need of hot meals and beyond... We are forever grateful.”

Ryan and Kevin, That's My Dog, Houston, TX  
#EatItForward winners

## Accomplishments in our communities

We're proud to have an "Outstanding" rating on our Community Reinvestment Act (CRA) performance since 2002. This is an evaluation administered by federal banking regulators that looks at a financial institution's history of helping low- and moderate-income neighborhoods meet their credit needs.

We ranked **in the top 6%** of all banks examined by the FDIC in 2020.

**Since 2002, Discover has met or surpassed its CRA goals in several areas.**

### \$525+ Million

Provided over \$525M in new qualified community development loans and investments in the last four years, exceeding our annual goals.

### 250+

Provided over 250 community development grants over the last four years, surpassing our goals.



# Partnering in our communities

We're proud of our communities. Our surrounding neighborhoods are home to us, and we want to help them thrive.

### Good corporate citizens

Our goal is to help communities achieve brighter financial futures through investment in youth development programs and programs that increase access to housing. This includes volunteering on school renovation projects, teaching financial education, mentoring students, and building affordable housing. We know that helping young people learn and grow will enable them to achieve brighter futures and build a diverse talent pipeline for the future workforce.

### Some of the organizations we partner with include:

- Habitat for Humanity
- Big Brothers Big Sisters
- Greater Auburn-Gresham Development Corporation
- Accion
- YWCA of Metropolitan Chicago
- Blessings in a Backpack
- UCAN Chicago

# 70%+

of corporate giving is directed toward under-invested communities

### Equal access to justice

Discover employees often lead the enterprise in the work that improves our world. After years of legal organization employees donating legal services in their local communities, Discover formalized The Pro Bono Program in 2012 to encourage Discover attorneys and staff to volunteer assistance within their communities.



“At Discover, our business is built on helping people achieve a brighter financial future and investing in our communities. Our pro bono legal work supports our core values of volunteerism and ‘doing the right thing.’”

**Wanji Walcott (she/her)**  
 Executive Vice President,  
 Chief Legal Officer & General Counsel,  
 Discover Financial Services



# Working with diverse businesses

Diversity and inclusion are embedded across our entire supply chain. When we partner with another business or supplier, it's important they have diverse representation in their organization too.

The different perspectives help us meet changing consumer needs. But this also supports a mission beyond Discover: affecting systemic change by promoting growth across groups who historically have been disadvantaged economically.

### Spend with diverse suppliers

In 2021, we increased our spend with diverse suppliers by more than 35% from 2020. That includes a 92% increase in spending with veteran-owned businesses, 80% increase in spending with minority-owned businesses, and a 24% increase in spending with women-owned businesses.

By 2025, our goal is to reach \$125M, or 5% of our annual supplier spend.

### Chatham and supplier diversity

We saw the success of supplier diversity in the buildout of our Chatham Customer Care Center. In addition to our \$81M spend in 2021, we committed another \$14M to Chicago-based Minority- and/or Women-owned suppliers—more than double city spending requirements. We also began capturing data on our top non-diverse suppliers' spend with diverse suppliers, with plans to grow our diverse supplier network for the future.

↑ 92%

increase in spending with Veteran-owned businesses

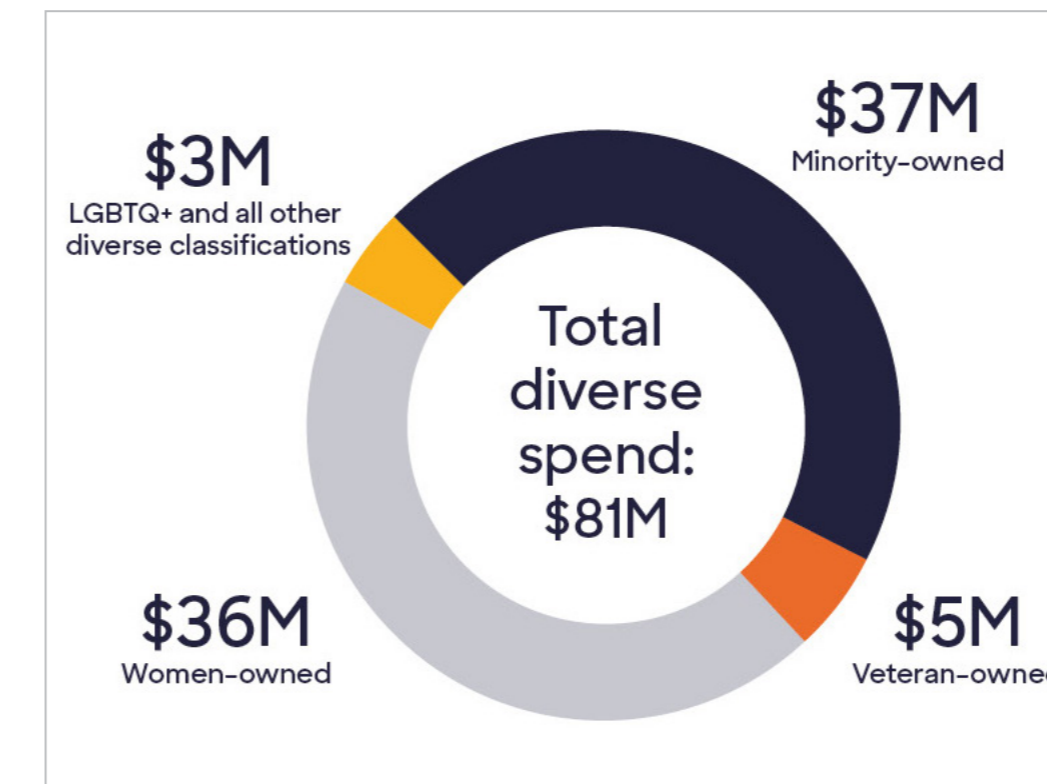
↑ 80%

increase in spending with Minority-owned businesses

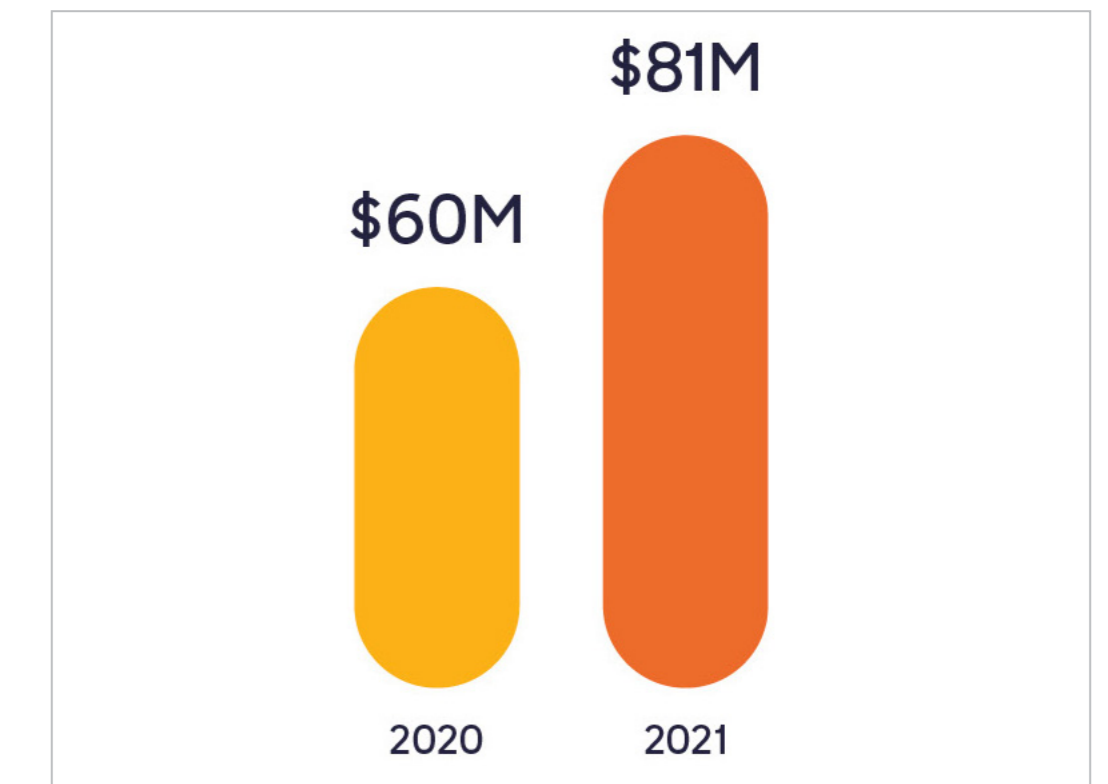
↑ 24%

increase in spending with Women-owned businesses

2021 spend with diverse suppliers



Spend with diverse suppliers by year





# Moving forward

Making a brighter financial future possible for everyone



# Keeping the momentum

We published this inaugural DE&I report to share our progress and outline our ongoing commitment to Diversity, Equity, Inclusion, and External Impact.

As we analyze data and track metrics, it can be easy to think about our goals in the abstract. These data points, however, are not just numbers on a page: they represent people whose lives we impact.

At Discover, we seek to create brighter futures for all, and we have seen firsthand that diverse teams achieve better results throughout our business. We hope our actions and insights will inspire others and help us connect with like-minded companies and leaders as we work toward a more diverse, equitable, and inclusive workplace and world. It is only through individuals, companies, and organizations working together that we will truly effect change in our society.

Thank you to all who have contributed to our DE&I journey thus far. We still have a long way to go to achieve our goals, but we believe we will get there, together.

To learn more about Discover, please visit:

- [Discover DE&I website](#)
- [Discover Careers center](#)
- [Corporate Social Responsibility](#)





Last updated April 18, 2022

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