



Committed
to the journey.

At Discover Financial Services (“Discover”), **we have a strong commitment to Diversity, Equity and Inclusion (“DE&I”)**. We believe that our diverse perspectives and experiences make us stronger and better able to help our customer, 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.

As we continue to raise the bar for diversity, equity, and inclusion both at Discover and on behalf of our customers and communities, we must ensure that we have appropriate attention, focus and resources to meet those ambitions.

Our DE&I team is run by two Officers, our Chief Diversity Officer and our SVP of DE&I.



CDO - Jonita Wilson



SVP - Matt Johanson

The team is dedicated to fostering a more inclusive environment, achieving a more diverse workforce, and increasing our impact as a company through programs to benefit employees, customers and the communities in which we operate.

Our Focus Areas

Discover maintains DE&I focus areas across all locations. As part of our expanded commitment to DE&I, we introduced four measurable pillars that the company will work toward including (i) Diversity, (ii) Equity, (iii) Inclusion, and (iv) External Impact.



Diversity: Increase representation of women leaders to 50% and minority leaders to 40% by 2025 from a 2020 baseline. In 2020, women represented 34% of officers and 39% of directors.



Equity: Reduce inconsistencies and biases in our practices; establish equity measures and reporting for full talent cycle by 2022.



Inclusion: Achieve equal inclusion scores among all employee groups by 2024.



External Impact: Increase supplier diversity spend and contributions to underserved communities.

Progress against these pillars is reported on a regular basis to the Discover Financial Services Board of Directors.

Additionally, all Discover officers and directors have annual DE&I performance goals. These goals are focused on attracting, developing and retaining a diverse workforce and supporting Discover's broader DE&I strategy.

UK Gender Pay Gap Reporting Requirements

In 2017 the UK government passed a law requiring companies with more than 250 employees to annually publish gender pay gap data. The data requirements include: the mean and median gender pay gap using hourly pay, the mean and median gender pay gap using bonus pay, the percentage of men and women receiving bonus pay, and the percentage of men and women in each hourly pay quartile.





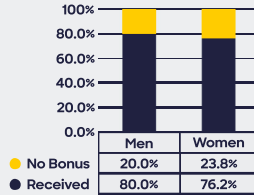
Discover UK – Background

Discover Financial Services, headquartered in Riverwoods, Illinois, is the parent company of Discover Financial Services UK LTD (“Discover UK”). Discover UK serves primarily as our European technology hub with information technology professionals making up approximately 57% of employees. As of December 31, 2020, Discover Financial Services and all of its global affiliates employed approximately 17,600 individuals, with approximately 96% based within the United States. In 2020, Discover UK surpassed a headcount of 250 employees, leading to the first year in which this UK Gender Pay Gap disclosure was applicable.

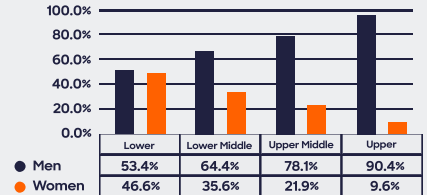
Gender Pay Gap

	Median	Mean
Pay Gap	20.3%	24.3%
Bonus Gap	51.4%	71.3%

% of Employees Receiving Bonus



% of Employees in Each Quartile



Gender Pay Gap Results

Based on our assessment of our data, we believe the large difference between our base and bonus pay gaps is driven by lower female representation at the upper levels where bonus targets are higher and long-term incentives are provided. Our focus specific to Discover UK is to increase female representation overall and especially at the leadership levels.

Director's Note

I confirm the figures in our disclosure are accurate and were independently reviewed by a third-party consultant (Willis Towers Watson) in accordance with their understanding of gender pay gap reporting requirements.

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Finola Pierse

Director | International Human Resources

