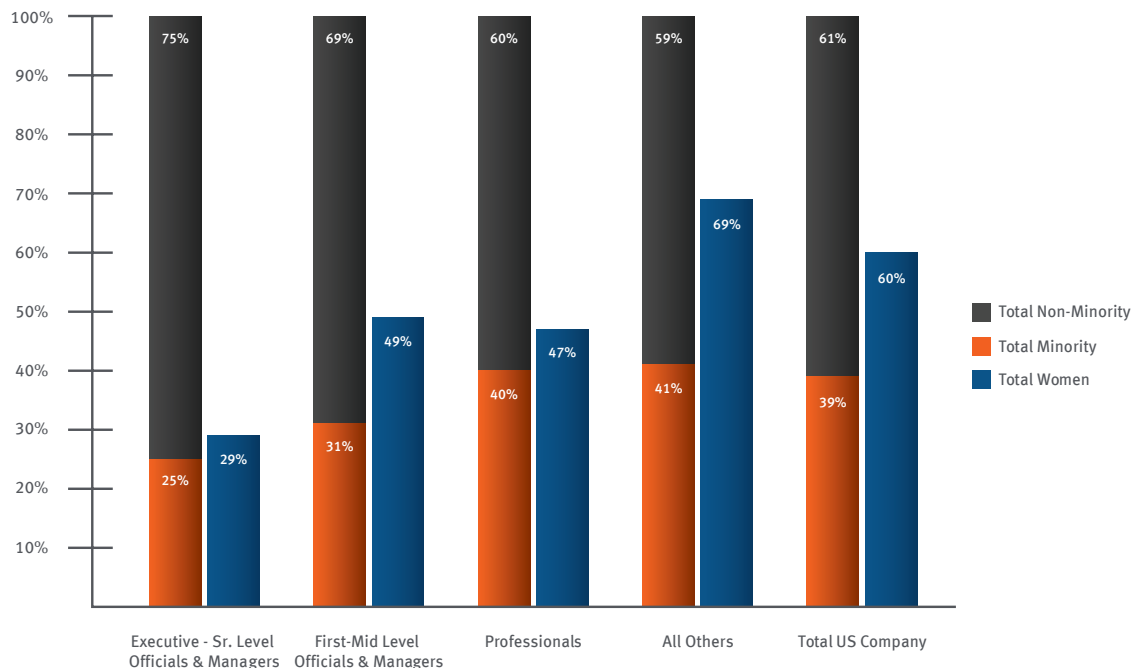


Discover is committed to building a diverse workforce that is representative of the customers we serve, and the society in which we are a part. We believe different backgrounds and perspectives enable us to better meet the needs of our customers, enrich the employee experience and make our business stronger.

We seek to achieve equity in compensation and in representation at all levels of the organization and have implemented programs to help ensure we continually progress in these areas. We know we still have work to do to increase our diversity overall, and at every level of the organization, to ensure that Discover is a place where everyone can thrive and advance in their careers – and we are committed to doing so.



On an annual basis, Discover partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that includes race and gender to identify any pay discrepancies. Our review also considers a number of factors and drivers of compensation, including level, function and geography.

\$0.99 – \$1.02

Based on our 2018 analysis, women and minorities at Discover earn on average between \$0.99 and \$1.02 for every \$1 earned by men and non-minorities. We believe that our practices effectively support pay equity, and we are proud of our focus on achieving and maintaining pay equity as part of our broader commitment to diversity and inclusion at Discover.