



Governance

Committed to Doing the Right Thing





Corporate governance at Discover

Commitment

We commit to “Doing the Right Thing” for our employees, our customers, and our shareholders.¹

Our Board and management governance structures and risk management policies and processes support this commitment and are designed to promote accountability, transparency, and ethical behavior in everything we do. The Board and management reinforce this through open and transparent communications across all levels of Discover®. Strong corporate governance drives our long-term goals and is critical to maintaining the trust and confidence of investors, employees, customers, regulatory agencies, and other stakeholders.



For more information about our Board and policies see our [2023 Proxy Statement](#) and [2022 Annual Report](#).

Board Independence	Board Performance	Best Practices	Shareholder Engagement
All directors are independent except CEO; Board committees are 100% independent	All directors attended at least 75% of meetings of our Board and committees on which they serve	Risk aware culture overseen by a separate Risk Oversight Committee	Annual election of directors with majority voting standard and no supermajority voting requirements
Non-Executive Board Chairman is independent	Diverse Board with mix of skills, tenure, and age; 31% of directors are women and 50% of Board committees are chaired by women	Significant shareholder ownership requirements for Executives and Board	Shareholders have proxy access with market standard conditions for director nominations
Regular executive sessions of independent directors	Annual Board, committee and director performance evaluations	Longstanding commitment to sustainability	All directors attend the annual meeting
	Director education and access to experts		Shareholders have the right to call special meetings at market standard threshold in accordance with our Bylaws

“The Discover Board is the result of our ongoing commitment to governance, reflecting diversity across race and ethnicity, gender, age, tenure, and background. With a range of skills and experience over 12 identified categories, the Board is positioned to support long-term growth, provide strong oversight, and reinforce the Discover Values of Openness, Respect, and Doing The Right Thing.”

Hope D. Mehlman, Executive Vice President, Chief Legal Officer, General Counsel and Secretary



¹ Please refer to our forward-looking statements, trademark, and copyright language on the About this report page.



Board diversity

Our commitment to DE&I extends to our Board

Our Board recognizes the importance of periodic Board refreshment and maintaining a balance of tenure, diversity, skills, experience, and perspectives on the Board. The Board has adopted a mandatory retirement age policy of 75 beginning with the company's 2023 Annual Meeting.

23%

of our Board of Directors are People of Color

31%

of our Board of Directors are women

50%

of our Board committees are chaired by women

Risk management

Our enterprise-wide risk management framework, which is reviewed and approved by our Board of Directors and overseen by its Risk Oversight Committee, enables the consistent execution of risk management principles through a comprehensive set of programs. These programs are defined in formal policies and procedures and support our businesses in identifying, measuring, managing, monitoring, and reporting their risks. Independent oversight, including adherence to policy requirements, is provided by the second and third lines of defense.

Collectively, our risk management framework and supporting programs ensure our businesses are making risk-informed decisions and appropriately balancing risk and return in their activities. ESG risks, including climate-related risks, are managed in accordance with our risk management framework, and we continue to enhance processes to embed evolving ESG and climate risk considerations.

For more information about risk management, please see our [2022 Annual Report](#) and [2023 Proxy Statement](#).

“Risk management is embedded in everything we do; our unique business model and values-based culture allows us to remain focused on our customers throughout their journey, as well as meet commitments to our shareholders, communities, and fellow employees.”

Kwabena Poku, Vice President, Enterprise, Operational, and Model Risk Management





Ethics and compliance

We get better every day—that is one of our Discover® behaviors. We bring this intentionality in responding to events that impact consumers. Our Chief Compliance Officer (CCO) oversees our adherence to regulatory requirements and reports to various committees throughout the year on the state of compliance within Discover. Meetings with the regulatory agencies are also held monthly and more frequently if requested. Through a staff of skilled compliance professionals, focused on consumer and non-consumer regulatory requirements, our compliance management system is implemented and monitored throughout the various lines of business. We have policies and procedures to provide guidance on specific ethics and compliance areas. Our Board of Directors reinforces and oversees management on instilling a culture of compliance. Comprehensive compliance training is provided to the Board of Directors and employees on a routine basis.

As a digital bank, we use artificial intelligence (AI) and advanced analytics across our activities to acquire and serve customers. These decision models have to be in compliance with fair lending and other laws, and it's important for us to know that our models are not biased.

Ethical use of AI: Discover discusses explainability and bias in [“United States Fair Lending Perspective on Machine Learning”](#)





Ethics and compliance continued

Our [Code of Ethics and Business Conduct](#) (Code of Conduct) applies to all Directors, employees, and our subsidiaries and affiliates. The Code of Conduct and related policies are presented to the HR Risk Committee, the DFS Risk Committee, and the Board for approval. The VP Total Rewards and HR Risk is responsible for developing and maintaining the content of the Code of Conduct Policy. Security & Intelligence Operation Center (SIOC) works collaboratively with Employee Relations to address Code of Conduct and Ethics investigations and maintains metrics on the reporting of such. All employees are required to take and acknowledge their completion of Code of Conduct training annually and adherence to the Code of Conduct is assessed throughout the year during quarterly check-ins and the year-end performance review process. In the Code of Conduct, Discover® outlines how employees can anonymously report information (where permitted by law) about potential violations (SEC, DOJ, Inspector General, etc.) in a way that aligns with regulatory expectations to provide anti-retaliation protections for employees.

Discover has zero tolerance for bribery and corruption. Our Anti-Bribery and Corruption (ABAC) Policy establishes principles that govern the conduct of all employees with respect to compliance with the letter and spirit of the Foreign Corrupt Practices Act, Bank Bribery Act, Travel Act,

United Kingdom Bribery Act, and similar local laws and regulations wherever Discover conducts business. The ABAC Policy prohibits both public and private sector bribery in all forms and is intended to promote ethical conduct to prevent bribery and other corrupt practices.

The ABAC Program is led by a Director of ABAC Compliance, who reports directly to the Vice President and Head of BSA/AML Compliance. Throughout the year, the Director of ABAC Compliance provide reporting to the AML Operating Committee. Our global ABAC Compliance Program includes a(n):

- ABAC Standard that details the Program's requirements
- Dedicated ABAC team within our Compliance Risk Management Department
- Periodic assessments of bribery and corruption risks and the effectiveness of internal controls
- Risk-based due diligence and ongoing monitoring of relevant business, employee, and third-party activities to prevent, identify, manage, mitigate, and, when necessary, report bribery and corruption risks.



[The Integrity Hotline](#) is available 24 hours a day, 7 days a week to receive reports of potential misconduct. Reports may be made on a confidential, anonymous basis (where permitted by law) by calling 866-714-1305 or online to [Discover.alertline.com](#).





Ethics and compliance continued

Anti-Money Laundering and Sanctions

Our Anti-Money Laundering (AML) Policy defines our risk-based approach to ensuring our products and services are prevented from being used to launder money, finance terrorism, or violate economic sanctions. It is our policy to aid law enforcement through reporting of suspicious activity.

All employees are trained annually on the AML Policy, U.S. and Canadian AML laws, and Discover® processes, including specifically how to identify and report transactions associated with money laundering, terrorist financing, and human trafficking.

Anti-competitive behavior

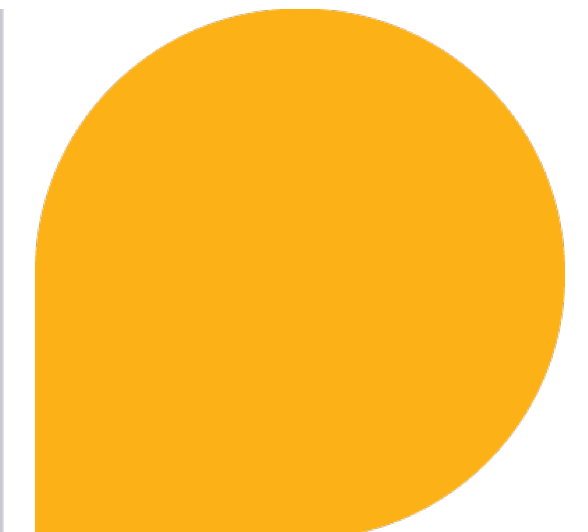
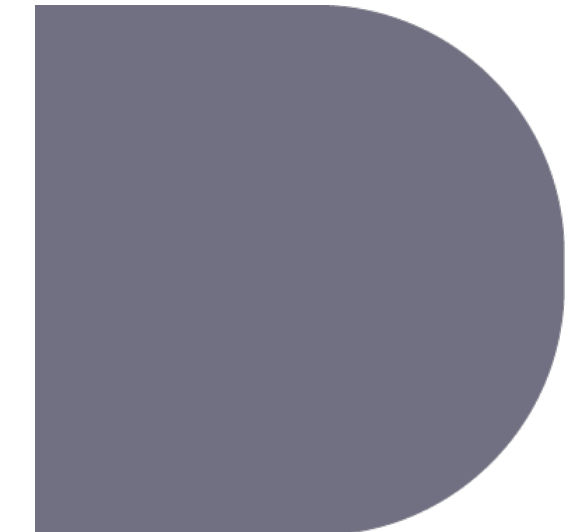
Discover is committed to fair competition in compliance with antitrust laws, which prohibit, among other things, agreements between competitors relating to price-fixing, boycotts, market allocations, and bid-rigging, as well as monopolization and attempts to monopolize. Discussions with competitors can be particularly sensitive, and must be carefully managed to ensure that they do not serve to inhibit competition.

Upholding human rights

Wherever we do business, we respect and protect human rights. As outlined in our annual Modern Slavery Act Transparency Statement, we prohibit any violations relating to, but not limited to, child labor, forced labor, elder abuse, slavery, and human trafficking. Our Code of Conduct includes an obligation to report any suspicion of non-compliant and/or unethical behavior, either by Discover or by any of our suppliers, third parties, or partners. We hold ourselves accountable for upholding human rights by performing compliance checks on all new employees and contractors, and by annually training employees on underlying principles and policies of the code.

Employee Relations policies on discrimination

Every employee should be safe and protected at Discover. Any claim of discrimination is handled according to the Complaint Handling Procedure and is investigated by the Employee Relations (ER) team. The ER team individually interviews each person involved and any witnesses, and reviews relevant evidence, like messages, emails, or videos. The ER team then determines if there was a violation and makes a recommendation for executing Corrective Action.





Cybersecurity and data privacy

As a leader in online banking, we know that cybersecurity is vital. We prioritize the security of our employees' and customers' data, and ensure they have the information and skills they need to protect themselves.

Our Information Security Policy sets the foundation and direction concerning information risk on an enterprise-wide basis, while our Board approves the program. Our Chief Information Security Officer (CISO) leads our Information Security Program. The program is designed to safeguard the confidentiality, integrity, and availability of information assets. We continuously monitor the cyber threat landscape and technological changes to mitigate risks to the organization and to our customers. Together with our lines of business and corporate functions, our enterprise-wide incident management framework lets us manage risk mitigation activities that stem from incidents—including governance structure and organization, an incident management program, incident management and escalation principles, requirements for testing and exercising the program, risk management principles, and external reporting guidance.

Information Security Policy

Our Information Security Policy provides a framework for the security of information assets and computer resources. It helps to ensure that security is maintained in compliance with applicable laws and regulations, such as the Gramm-Leach-Bliley Act and the Sarbanes-Oxley Act. Customer data confidentiality is also maintained by adhering to industry best practices and standards. The Privacy Program supports the company in complying with Privacy Laws and Consumer Contact Laws to help mitigate privacy risk. Our [Privacy Policy](#) establishes and documents how we implement and manage our Privacy Program.



Free Online Privacy Protection¹ for customers:
This year, Discover® [launched](#) Online Privacy Protection, a free benefit that helps customers remove their personal information from popular websites that sell private data. Both credit card and bank customers can activate it in the Discover mobile app.



¹ Online Privacy Protection is offered by Discover Bank at no cost and is only available in the mobile app. Approximately every 90 days, we will scan your online personal information at 10 select people-search sites and submit opt-out requests on your behalf. Types of personal information found on these sites will vary.



Cybersecurity and data privacy continued

Identifying and addressing data security risks

Discover® is committed to a robust data protection and security culture, with multiple teams, including the Security Intelligence Incident Response Team (SIIRT) and the Security & Intelligence Operation Center (SIOC), who provide threat intelligence reporting, incident monitoring, and response services. We are also committed to strong third-party risk management.

Information Security Training

The Discover Information Security Training and Awareness Program is dedicated to teaching safe practices related to information security. The program promotes a positive, risk-aware culture where employees feel responsible and accountable for diligent, secure handling of data; they are taught to recognize and report threats; and they are empowered to protect the company, themselves, and their families from cyber risks.

“Discover is a trusted brand, and we take that responsibility seriously. We work diligently to safeguard the processes and technology that protect our customers and the data they entrust to us. For 2023, we’ll continue to provide a safe and secure experience for customers and employees using Discover Products, Services, and Data by improving on what we’ve learned in 2022.”

Shaun Khalfan, Senior Vice President, Chief Information Security Officer (CISO)





Policy engagement

Our public policy strategies, political engagement, and outreach activities are directed by the Discover® Government Relations team, and are overseen by the Discover Executive Committee. Employees are not permitted to use company resources or staff to engage in political activities.

Political Action Committee

Helping people achieve a brighter financial future is our mission, and the Discover Financial Services Political Action Committee ([PAC](#)) supports candidates who work to create a legislative environment where that is possible. The PAC is funded solely through voluntary contributions made by eligible employees, not through corporate political contributions. The PAC is overseen by the PAC Board, which meets three times each year.





Appendix





Appendix A. GRI Content Index

Disclosure	Description	Response
GRI 2: General Disclosures 2021		
2-1	Organizational details	About Discover®
2-2	Entities included in the organization's sustainability reporting	About this report
2-3	Reporting period, frequency, and contact point	About this report AbigailBeach@Discover.com
2-9	Governance structure and composition	ESG at Discover
2-10	Nomination and selection of the highest governance body	Board diversity
2-11	Chair of the highest governance body	ESG at Discover
2-12	Role of the highest governance body in overseeing the management of impacts	ESG at Discover
2-13	Delegation of responsibility for managing impacts	ESG at Discover
2-14	Role of the highest governance body in sustainability reporting	ESG at Discover
2-15	Conflicts of interest	2023 Proxy Statement
2-18	Evaluation of the performance of the highest governance body	Our ESG goals and highlights
2-19	Remuneration policies	2023 Proxy Statement
2-20	Process to determine remuneration	2023 Proxy Statement
2-21	Annual total compensation ratio	2023 Proxy Statement
2-26	Mechanisms for seeking advice and raising concerns	Ethics and compliance
2-27	Compliance with laws and regulations	Ethics and compliance
2-28	Membership associations	Trade associations
2-29	Approach to stakeholder engagement	ESG at Discover
GRI 3: Material Topics 2021		
3-3	Management of material topics	ESG at Discover
200	Economic topics	
205	Anti-corruption 2016	
205-2	Communication and training about anti-corruption policies and procedures	Ethics and compliance
206	Anti-competitive Behavior 2016	



Appendix A. GRI Content Index (continued)

Disclosure	Description	Response
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and compliance
300	Environmental topics	
303	Water and Effluents 2018	
303-1	Interactions with water as a shared resource	Dedicated to the last drop
303-5	Water consumption	Dedicated to the last drop
305	Emissions 2016	
305-1	Direct (Scope 1) GHG emissions	Built environment decarbonization
305-2	Energy indirect (Scope 2) GHG emissions	Built environment decarbonization
305-5	Reduction of GHG emissions	Built environment decarbonization
306	Waste 2020	
306-2	Management of significant waste-related impacts	Decreasing waste, improving transportation
306-3	Waste generated	Decreasing waste, improving transportation
400	Social topics	
401	Employment 2016	
401-1	New employee hires and employee turnover	Appendix E and F
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits
401-3	Parental leave	Employee benefits
403-6	Promotion of worker health	Employee benefits
404	Training and Education 2016	
404-2	Programs for upgrading employee skills and transition assistance programs	Diversity at all levels
405	Diversity and Equal Opportunity 2016	
405-1	Diversity of governance bodies and employees	Appendix D
415	Public Policy 2016	
415-1	Political contributions	Political disclosures



Appendix B. Sustainability Accounting Standards Board (SASB) Index

The index below includes SASB standards for the Financial Sector that we have determined to be most relevant for our business. For more information about Discover® and our business, please see our [2022 10-K](#).

Disclosure	Description	Response
FN-CF	Consumer Finance	
FN-CF-220a	Customer Privacy	
FN-CF-220a.1	Number of account holders whose information is used for secondary purposes	DFS only uses and shares customer personal information for purposes outlined in our privacy statements and terms and conditions, or as permitted by law.
FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	2022 10-K
FN-CF-230a	Data Security	
FN-CF-230a.3	Description of approach to identifying and addressing data security risks	Cybersecurity and data privacy section
FN-CF-270a	Selling Practices	
FN-CF-270a.4	(1) Number of complaints filed with the Consumer Financial Protection Bureau (CFPB), (2) percentage with monetary or non-monetary relief, (3) percentage disputed by consumer, (4) percentage that resulted in investigation by the CFPB	Consumer Complaint Database
FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	2022 10-K
FN-CB	Commercial Banks	
FN-CB-240a.1	Amount of loans outstanding qualified to programs designed to promote small business and community development	\$701,315,881.52 ¹

¹ Book value of outstanding loans and community development investments as of December 31, 2022.



Appendix C. Diversity on a **global** scale

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 over 1,100 active employees from other countries to work in the United States, which is 12% of our total U.S. salaried employees.
- Over 650 Discover employees work in a country outside the United States. We have offices in the UK, China, and Singapore that strengthen our overall workforce.



Appendix D. Gender and race/ethnicity at Discover

		2018	2019	2020	2021	2022
Women	Officers	29%	35%	33%	36%	36%
	Directors	40%	40%	38%	41%	46%
	People Managers	51%	52%	51%	53%	53%
	Individual Contributor, Salaried	47%	45%	44%	45%	46%
	Individual Contributor, Hourly	69%	69%	72%	74%	79%
Men	Officers	71%	65%	67%	64%	64%
	Directors	60%	60%	62%	59%	54%
	People Managers	49%	48%	49%	47%	47%
	Individual Contributor, Salaried	53%	55%	56%	55%	54%
	Individual Contributor, Hourly	31%	31%	28%	26%	21%
White	Officers	74%	73%	72%	69%	70%
	Directors	73%	74%	75%	72%	72%
	People Managers	70%	67%	66%	66%	63%
	Individual Contributor, Salaried	60%	57%	55%	54%	52%
	Individual Contributor, Hourly	60%	58%	57%	56%	51%
POC	Officers	26%	27%	28%	31%	30%
	Directors	27%	26%	25%	28%	28%
	People Managers	30%	33%	34%	34%	37%
	Individual Contributor, Salaried	40%	43%	45%	46%	48%
	Individual Contributor, Hourly	40%	42%	43%	44%	49%
Black	Officers	4%	6%	5%	5%	4%
	Directors	4%	3%	4%	5%	5%
	People Managers	7%	7%	7%	7%	9%
	Individual Contributor, Salaried	6%	6%	6%	6%	8%
	Individual Contributor, Hourly	13%	12%	13%	16%	23%

Chart notes:

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover® population identifies as nonbinary.
- Officers are comprised of the Executive Vice President, Senior Vice President, and Vice President population. People Managers are employees who have a supervisory role but not Directors or above. Individual Contributors are employees whose FLSA status is Exempt and do not have a supervisory role.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color; WOC comprises women from all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix D. Gender and race/ethnicity at Discover (continued)

		2018	2019	2020	2021	2022
Hispanic	Officers	8%	6%	7%	8%	8%
	Directors	2%	3%	3%	4%	5%
	People Managers	7%	7%	8%	7%	8%
	Individual Contributor, Salaried	6%	6%	6%	6%	8%
	Individual Contributor, Hourly	19%	22%	20%	20%	18%
Asian	Officers	14%	15%	16%	16%	16%
	Directors	19%	19%	18%	19%	18%
	People Managers	15%	17%	18%	17%	18%
	Individual Contributor, Salaried	26%	29%	31%	31%	30%
	Individual Contributor, Hourly	2%	2%	2%	2%	2%
All Other	Officers	0%	0%	0%	1%	2%
	Directors	1%	1%	1%	1%	0%
	People Managers	2%	2%	2%	2%	2%
	Individual Contributor, Salaried	2%	2%	2%	2%	2%
	Individual Contributor, Hourly	6%	6%	6%	6%	6%
WOC	Officers	5%	8%	9%	9%	9%
	Directors	11%	10%	9%	11%	13%
	People Managers	15%	16%	16%	17%	19%
	Individual Contributor, Salaried	19%	19%	19%	19%	21%
	Individual Contributor, Hourly	28%	30%	31%	33%	40%

Chart notes

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover® population identifies as nonbinary.
- Officers are comprised of the Executive Vice President, Senior Vice President, and Vice President population. People Managers are employees who have a supervisory role but not Directors or above. Individual Contributors are employees whose FLSA status is Exempt and do not have a supervisory role.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color; WOC comprises women from all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix E. Hires, promotions, and attrition of **salaried** employees

		2018	2019	2020	2021	2022
Women	Representation	48%	47%	46%	47%	48%
	Hires	42%	37%	34%	41%	42%
	Promotions	51%	50%	54%	51%	57%
	Attrition	43%	40%	46%	40%	40%
Men	Representation	52%	53%	54%	53%	52%
	Hires	58%	63%	66%	59%	58%
	Promotions	49%	50%	46%	49%	43%
	Attrition	57%	60%	54%	60%	60%
White	Representation	64%	61%	59%	58%	56%
	Hires	48%	42%	38%	38%	39%
	Promotions	60%	61%	62%	53%	59%
	Attrition	62%	55%	57%	52%	45%
POC	Representation	36%	39%	41%	42%	44%
	Hires	52%	58%	62%	62%	61%
	Promotions	40%	39%	38%	47%	41%
	Attrition	38%	45%	43%	48%	55%
Black	Representation	7%	6%	6%	7%	8%
	Hires	5%	4%	6%	10%	11%
	Promotions	5%	4%	6%	6%	8%
	Attrition	9%	7%	8%	7%	6%

Chart notes

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover population identifies as nonbinary.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover® partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color, WOC comprises women of all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix E. Hires, promotions, and attrition of **salaried** employees (continued)

		2018	2019	2020	2021	2022
Hispanic	Representation	6%	6%	6%	6%	8%
	Hires	5%	6%	5%	8%	8%
	Promotions	6%	5%	8%	7%	10%
	Attrition	7%	6%	4%	6%	6%
Asian	Representation	21%	24%	26%	27%	26%
	Hires	39%	47%	49%	42%	39%
	Promotions	27%	28%	23%	32%	21%
	Attrition	21%	30%	29%	33%	41%
All Other	Representation	2%	2%	2%	2%	2%
	Hires	2%	1%	2%	3%	2%
	Promotions	2%	1%	2%	2%	3%
	Attrition	2%	2%	2%	2%	2%
WOC	Representation	17%	18%	18%	18%	20%
	Hires	23%	23%	19%	23%	26%
	Promotions	25%	23%	25%	26%	23%
	Attrition	17%	20%	20%	20%	21%

Chart notes

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover population identifies as nonbinary.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover® partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color, WOC comprises women of all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix F. Hires, promotions, and attrition of hourly employees

		2018	2019	2020	2021	2022
Women	Representation	69%	70%	72%	74%	79%
	Hires	68%	68%	73%	76%	83%
	Promotions	65%	64%	66%	71%	79%
	Attrition	66%	67%	69%	70%	77%
Men	Representation	31%	30%	28%	26%	21%
	Hires	32%	32%	27%	24%	17%
	Promotions	35%	36%	34%	29%	21%
	Attrition	34%	33%	31%	30%	23%
White	Representation	59%	57%	57%	56%	51%
	Hires	52%	49%	48%	44%	43%
	Promotions	57%	57%	54%	54%	52%
	Attrition	54%	52%	47%	47%	46%
POC	Representation	41%	43%	43%	44%	49%
	Hires	48%	51%	52%	56%	57%
	Promotions	43%	43%	46%	46%	48%
	Attrition	46%	48%	53%	53%	54%
Black	Representation	13%	13%	13%	16%	23%
	Hires	13%	12%	16%	26%	31%
	Promotions	11%	9%	10%	12%	22%
	Attrition	15%	13%	16%	18%	26%

Chart notes:

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover population identifies as nonbinary.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover® partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color; WOC comprises women of all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix F. Hires, promotions, and attrition of hourly employees (continued)

		2018	2019	2020	2021	2022
Hispanic	Representation	20%	22%	22%	20%	18%
	Hires	26%	29%	27%	20%	17%
	Promotions	22%	25%	26%	26%	18%
	Attrition	21%	25%	27%	25%	19%
Asian	Representation	2%	2%	2%	2%	2%
	Hires	2%	2%	2%	2%	2%
	Promotions	3%	2%	2%	1%	2%
	Attrition	2%	2%	3%	2%	1%
All Other	Representation	6%	6%	6%	6%	6%
	Hires	7%	8%	8%	7%	7%
	Promotions	7%	7%	7%	6%	6%
	Attrition	8%	8%	8%	8%	7%
WOC	Representation	28%	30%	31%	33%	40%
	Hires	35%	36%	41%	43%	48%
	Promotions	31%	34%	33%	36%	38%
	Attrition	31%	33%	38%	38%	43%

Chart notes:

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover population identifies as nonbinary.
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- Discover® partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- WOC is defined as Women of Color; WOC comprises women of all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix G. Authenticity, Belonging, Equal Opportunity, Team Inclusion, and Engagement **scores**

	Authenticity		Belonging		Equal Opportunity		Team Inclusion		Inclusion Index		Engagement	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
DFS Overall	82	85	76	80	80	83	83	86	80	83	80	83
All Other	80	84	75	81	81	84	83	86	80	84	79	84
Asian	82	83	77	78	77	79	80	82	79	80	80	80
Black	78	84	74	80	74	83	80	86	77	83	79	84
Hispanic	83	85	76	80	82	85	83	87	81	84	81	84
White	82	85	77	81	81	84	84	87	81	84	80	83
LGBTQ+	82	87	76	83	81	83	84	88	81	85	80	85
Men	81	84	76	78	80	81	83	85	80	82	79	81
Women	82	85	77	81	80	84	83	87	80	84	81	84
Veteran	82	84	80	79	83	78	86	85	83	82	83	82
Disability	79	84	75	81	78	83	82	87	78	84	80	85

Chart notes:

- Scores are out of 100
- Data for 2021 are pulled in August 2021. Data for 2022 are pulled in October 2022. Data are for United States only. Our Inclusion Index is an aggregate measure of Authenticity, Belonging, Equal Opportunity, and Team Inclusion.



Appendix H. **Discover** representation in technology roles

	2021	2022
Women	27%	29%
Men	73%	71%
WOC	16%	18%
POC	55%	58%
White	45%	42%

Chart notes:

- Current data on gender is measured men/women. We recognize this does not represent the full spectrum of gender identities, but we are matching to the external benchmark. Results from our self-ID campaign indicate that .17% of the Discover® population identifies as nonbinary.
- Data as of December 31 for each year listed
- Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes.
- WOC is defined as Women of Color; WOC comprises women of all races/ethnicities in the United States that are not categorized as White/Caucasian
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.



Appendix I. Environmental **sustainability** data

Measure	2017	2018	2019	2020	2021	2022
Fuel (MWh)	5,959	5,466	5,405	5,782	5,754	6,344
Electricity (MWh)	86,034	80,293	80,176	80,822	81,761	74,346
Water (Gallons)	109,674,684	114,682,350	94,021,944	92,298,367	67,172,075	77,070,097
Waste diversion rate						42%

Chart notes:
Data as of December 31 for each year listed



Last updated April 18, 2023

©2023 Discover Financial Services