



Corporate Impact Report





DISCOVER[®]

Social



This is who we are



We make diversity, equity, and inclusion a part of our culture so our employees can thrive and we can best serve our customers.



We live into our mission of creating brighter financial futures by supporting the financial wellness of our employees and customers.



We create meaningful, relationship-based investments to address social determinants that impact brighter financial futures.

“Diversity, equity, inclusion, and social impact are inherent in what we do at Discover. Every day I see people making progress toward our North Star Goals, and helping coworkers, their communities, and our customers all move closer to a brighter financial future.”

Jonita Wilson
Chief Diversity and Social Impact Officer





Our North Star Goals

Since we set our first aspirational North Star Goal in 2019, we've made steady gains and have added and updated goals along the way. Most importantly, we remain committed to action and measuring our progress.



Diversity

Foster a diverse and equitable workforce that is reflective of the customers and communities we serve

Equity

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

Inclusion

Achieved goal of maintaining equally strong inclusion scores from employees across all identity groups



New: Financial Inclusion

Enable more people to enter and advance within the financial system and support the financial wellness of our employees



Social Impact: Community Development

Increase hyperlocal economic impact across all locations by 2025 through hiring (2,000 jobs) and combined CRA and philanthropic giving (\$530+ million)

Social Impact: Business Diversity

Achieve a \$125 million in business diversity spend by 2025, representing more than a 100% increase from 2020

Set our first Financial Inclusion North Star Goal that builds on our foundation of financial literacy and inclusion in our products and services

Increased overall representation of women, POC¹, Black, and Hispanic/Latiné employees across Discover



Achieved Inclusion North Star Goal of equally strong employee inclusion across all identity groups

\$123+ million in spend with diverse-owned businesses, a **14% increase** from our spend in 2022

¹ POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.

Our representation exceeds local talent market

We use external benchmarks to understand the employee representation we have internally.

We continue to see that our workforce diversity exceeds the workforce availability in each of the metropolitan areas where we operate.

Empowering people

We lift up and celebrate the people we work with and the communities we live in. Thriving employees create a strong business, and in 2023, we made significant investments in our people.



	Women ¹		POC ⁴	
	Discover ²	Local Talent ³	Discover ²	Local Talent ³
Chicago, IL (Tech, Analytics, Marketing, Core Functions, Customer Care)	51%	47%	56%	42%
Salt Lake City, UT (Customer Care)	70%	44%	32%	24%
Phoenix, AZ (Customer Care)	72%	46%	51%	42%
Columbus, OH (Customer Care)	76%	48%	36%	23%
Greater Philadelphia Area (Customer Care)	79%	49%	56%	33%
Houston, TX (Tech, Payments, Marketing, Network, Core Functions)	48%	44%	72%	61%

Chart notes:

1 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 .15% of the Discover® population identifies as nonbinary. Our gender & race/ethnicity numbers are based on self-identification. Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes. This table does not capture international employees or employees living in geographical areas not listed in the table.

2 Data as of December 31, 2023.

3 Source: US Department of Labor based on 2020 Census.

4 POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.

Our representation matches or exceeds industry representation

We benchmark our workforce representation by level, compared to industry-wide representation within the technology and banking and consumer finance industries. At every level of management, our representation of women, WOC, and POC exceeds industry numbers.

	Women ¹				WOC ²		POC ⁵	
	Discover ³	All U.S. ⁴	Banking ⁴	Technology ⁴	Discover ³	All U.S. ⁴	Discover	All US ⁴
Officers⁶	42%	<33%	<34%	<36%	10%	<7%	31%	<22%
Directors	48%	36%	38%	37%	15%	9%	29%	25%
People Managers	53%	40%	44%	38%	19%	13%	39%	31%
Individual Contributors, salaried	46%	48%	53%	43%	23%	18%	51%	36%

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2 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.

3 Comparisons to system(s) of record, both current and historical, may vary due to rounding and/or transactional changes. Data as of December 31, 2023.

4 Source: Women in the Workplace 2023, LeanIn.org, and McKinsey 2023. McKinsey & Company benchmark data delineates VP, SVP, and C-Suite representation, but does not provide a cumulative figure for Officers.

5 POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.

6 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.

Gender, race, and ethnicity in management

In 2023, we increased overall representation of women, POC, Black, and Hispanic/Latiné employees throughout Discover. We're proud of this growth.

For management levels, we achieved a 6% increase in women representation at the Officer level, our greatest gain for this level since 2019. We continue to make progress in achieving representation of women for all three levels of management—People Manager, Director, and Officer.

We've maintained steady progress in POC representation, with the most gains at the People Manager level. We know we have an opportunity to achieve greater gains in representation at Director and Officer levels, especially for POC and Black and Hispanic/Latiné employees.

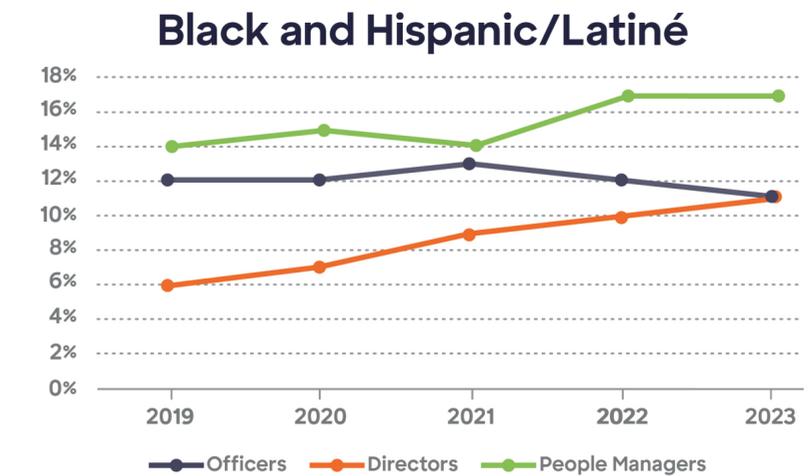
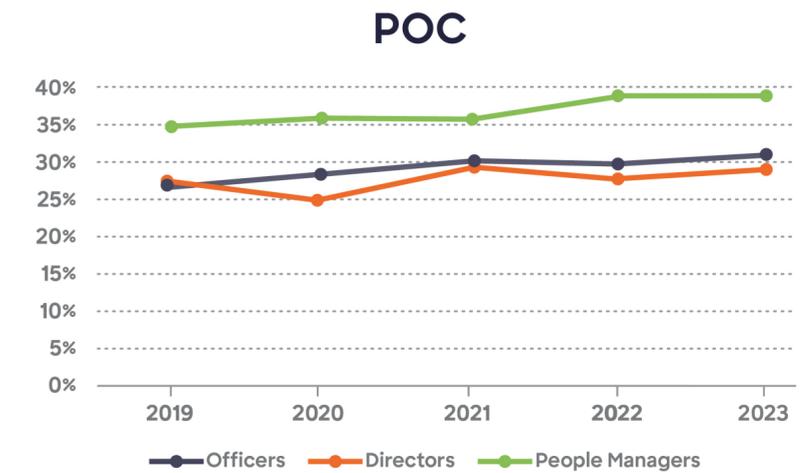
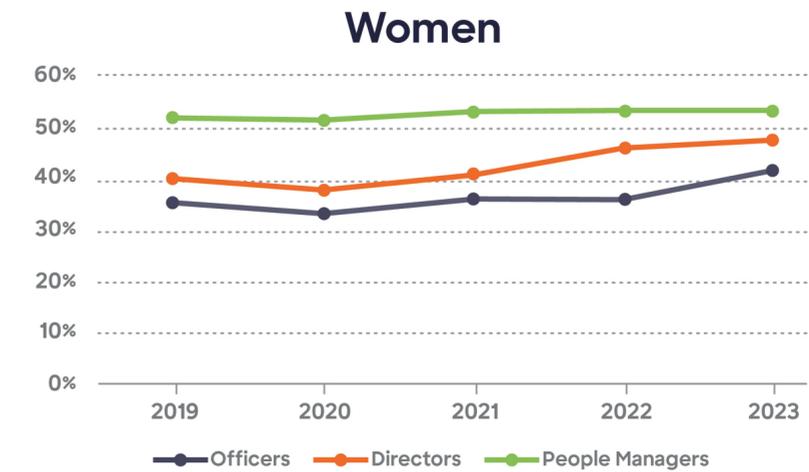


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- Discover partners with an independent, third-party consultant to conduct a company-wide pay equity analysis that considers race, ethnicity, and gender.
- Data as of December 31 for each year listed.
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.

Hires, promotions, and attrition of salaried employees

We track talent movement like attrition, hires, and promotions of employees to understand the impact on representation and to identify opportunities for further progress.

We've seen great progress in women and POC representation in our salaried population, which strengthens our pipeline of talent to leadership roles. Since 2019, women have represented 50% or more of promotions. We see a gradual upward trend of POC hires and promotions since 2017, and in 2023, POC represented 67% of new hires. We recognize an opportunity to address talent movement in our Black and Hispanic/Latiné talent segments.

See appendix for additional data.

		2019	2020	2021	2022	2023	Highlights
Women	Representation	47%	46%	47%	48%	48%	Promotions continue to outpace attrition and are key in maintaining representation of women.
	Hires	37%	34%	41%	42%	40%	
	Promotions	50%	54%	51%	57%	56%	
	Attrition	40%	46%	40%	40%	38%	
POC	Representation	39%	41%	42%	44%	47%	Representation continues to steadily increase, mostly because of external hires. Attrition improved in 2023, and we continue to focus on retention.
	Hires	58%	62%	62%	61%	67%	
	Promotions	39%	38%	47%	41%	42%	
	Attrition	45%	43%	48%	55%	52%	
Black and Hispanic/Latiné	Representation	12%	12%	13%	15%	16%	Representation stays steady. We continue to invest in talent strategies to strengthen internal and external pipelines.
	Hires	10%	11%	18%	19%	16%	
	Promotions	9%	14%	13%	18%	17%	
	Attrition	13%	12%	13%	12%	19%	

Chart notes:

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- 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.

Hires, promotions, and attrition of hourly employees

We also track talent movement among our hourly employees. We're seeing progress in women and POC representation, which strengthens our pipeline of talent to salaried positions.

Overall, we've maintained representation among our hourly workforce in the United States. Since 2019, hires and promotions continue on an upward trend, which demonstrates our effort to support talent movement.

See appendix for additional data.

		2019	2020	2021	2022	2023	Highlights
Women	Representation	70%	72%	74%	79%	81%	Hires and promotions continue to drive representation.
	Hires	68%	73%	76%	83%	83%	
	Promotions	64%	66%	71%	79%	82%	
	Attrition	67%	69%	70%	77%	80%	
POC	Representation	43%	43%	44%	49%	50%	We see a steady increase in representation, hires, and promotions. We recognize the need to focus on attrition.
	Hires	51%	52%	56%	57%	60%	
	Promotions	43%	46%	46%	48%	50%	
	Attrition	48%	53%	53%	54%	59%	
Black and Hispanic/Latiné	Representation	35%	35%	36%	41%	41%	In 2023, over half of hires were Black and Hispanic/Latiné. Even though representation stayed flat, hires and promotions continued to trend up. We recognize the need to focus on attrition.
	Hires	41%	43%	46%	48%	51%	
	Promotions	34%	36%	38%	40%	42%	
	Attrition	38%	43%	43%	45%	50%	

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 .15% 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.



Diversity beyond recruitment

We want to meet skilled candidates wherever they are on their career path. We continually make long-term investments in programs that find, train, and advance diverse employees—which means thriving, diverse talent at all levels of employment. This brings us closer to our Diversity North Star Goal.

Emerging Talent Acquisition and Development program (ETAD)

We recruit college students from different identity groups to experience the dynamic culture at Discover. We offer a variety of programs in Technology, Data and Analytics, and Business, including:



Diversity Accelerator: This three-day program exposes college students to a corporate environment and helps them build professional skills in preparation for summer internships.

Summer Internship: This nine-week program gives college students expert training, exposure to senior leaders, and an opportunity to work on exciting projects.

Full-Time Development Program: New graduates get the freedom to explore roles and types of work. They receive mentoring, skill development, and assignments that set them up for future career success.



Our recruiting team is always looking for qualified, diverse talent to work with us. To find candidates locally, nationally, and globally, we recruited at events hosted by these organizations:



10,660+ talent leads from in-person conferences

599,000+ Discover® social media reach

4,800+ job applications sourced through strategic partnerships

100+ participants in the Diversity Accelerator Program in 2023

Over 60% of ETAD participants are women and/or POC

Diversity beyond recruitment



Neurodivergent Connections

We made this program to help hire and support employees who are neurodiverse.

We know that the neurodivergent community faces challenges gaining work experience, and we want to change that. We celebrate and leverage the gifts and strengths that neurodiverse talent brings to the workplace.

In 2022, we launched Neurodivergent Connections; and in 2023, we added new roles in technology and operations. Through this program, we welcomed seven new neurodivergent employees in 2023.

2023 Best Place to Work for People with Disabilities by Disability:IN

Shine Brighter U

Eligible Discover employees can advance their education with Shine Brighter U. Through this benefit, they get funding for select colleges, including Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and veteran-friendly schools.

2,060 Shine Brighter U participants in 2023

63% of Shine Brighter U students are women

50% of enrolled Shine Brighter U students are POC



Leadership development programs

These programs help support and advance women and POC, moving us to our Diversity North Star Goal.

400+ participants in leadership development programs from 2021-2023

Shine Bright pairs Black and Hispanic/Latiné Directors and Managers with a Director- or Officer-level sponsor.

Rise offers Black and Hispanic/Latiné Individual Contributors self-paced training sessions and workshops.

Partnerships with Momentum, McKinsey, and HACE programs are designed for Black and Hispanic/Latiné leaders aspiring towards higher management and executive positions.



93% of leadership program participants are still working at Discover today



Everyone belongs here

Inclusion isn't just nice to have. It's critical to a successful workplace where each person is empowered to contribute their best.

How we measure inclusion

We invite employees to participate in anonymous opinion surveys with questions focused on inclusion at work. The aggregate measure of their responses makes up our Inclusion Index, which we use to monitor progress toward our Inclusion North Star Goal.

Our progress this year

We're proud to have achieved our Inclusion North Star Goal of equally strong inclusion scores for all identity groups by 2024—and we did it one year early. Even with a one-point drop in the total score from last year, we're encouraged by shorter disparities between identity groups' scores.

We got here thanks to long-term investments in our talent programs, and the intentional effort leaders have made to shape our culture.

See appendix for additional data.

Inclusion scores are dynamic and we expect incremental shifts. Data are pulled in October of each year. Data are for United States only.

We're learning to be more inclusive

Back in 2022, we invited all People Leaders to take a 60-day inclusion challenge in which they committed to start a new inclusive workplace practice and make more equitable decisions.

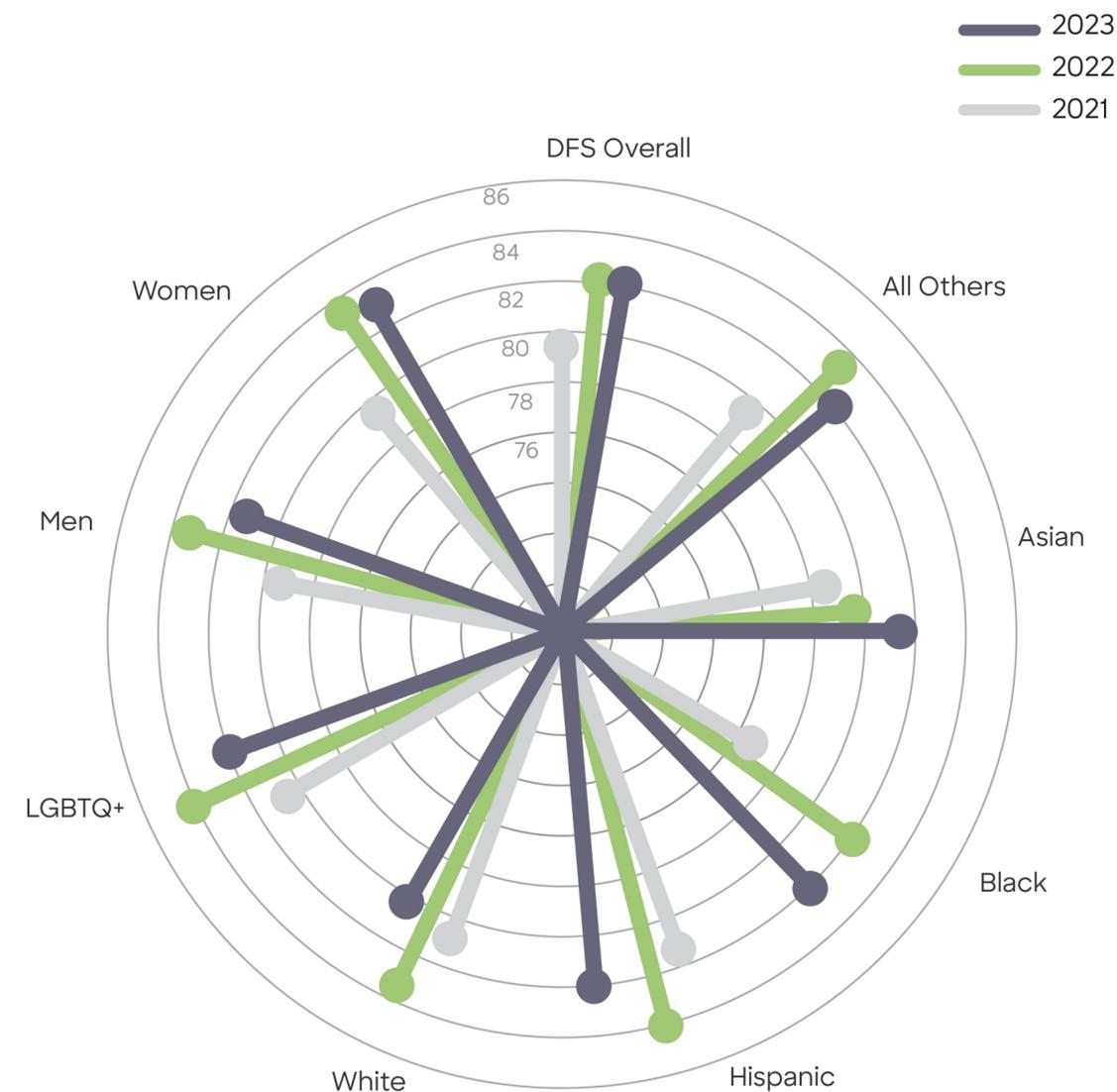
In 2023, we took this even further, and invited all teams to participate in inclusion training.

For the last two years, we've seen higher inclusion scores from People Leaders who participated in this challenge. This demonstrates that inclusion training programs can have an important impact on the workplace experience.

72% of People Leaders completed optional inclusivity training

70% of employees completed optional inclusivity training

Inclusion Index scores out of 100



This graph shows increasing Inclusion Index scores from 2021 to 2023 and that each identity group is moving towards statistically similar employee experiences.

Equity journey

We get closer to equity with deliberate, strategic, and consistent work. In 2023, we made intentional updates in employee benefits to accommodate different life events and employees' well being. Crucially, we kept pay equity steady among women and minorities.

Pay transparency

Pay transparency means proactively sharing information on company compensation practices with employees and external candidates. This window into an employers' organization promotes trust, equity, and internal mobility.

Here are a few examples of our pay transparency progress in 2023:

- All U.S. job postings for Director and below levels include base pay ranges and language around total compensation.
- We launched the "Compensation Foundations" employee training, which sheds light on the basics of compensation processes at Discover.
- We launched the "Compensation Decisioning" training for People Leaders, which provides a deep dive into our compensation philosophy and framework, milestone events, and compensation planning processes.

*After accounting for factors such as role, tenure, and geography.

Pay equity

We seek to pay our employees fairly for their work. To hold ourselves accountable for this outcome, we partner with a third-party consultant to identify and address potential pay equity discrepancies. In 2023, we celebrated our sixth consecutive year of successful pay equity, with **women and minorities earning \$0.99-\$1.03, on average, for every \$1.00 earned by men and non-minorities.***

Self-ID

Our annual company-wide self-identification campaign helps us better understand the diverse needs of our employees. In 2023, we saw significant increases in participation rates for veterans and people with disabilities. This initiative helps us lean into our Inclusion North Star Goal.

“I have led efforts to encourage Self-ID at Discover. I feel it is so important there is a secure place for employees to share all the intersectional ways that make up who they are so the company can understand different communities' specific needs.

David
Customer Advocacy Representative

Bereavement benefit

We strive to support employees through times of loss. We modified our bereavement benefits in 2023:

- Paid bereavement days no longer need to be taken consecutively
- Paid bereavement leave for the loss of a pet
- Paid bereavement leave for any of the following reasons: miscarriage, an unsuccessful round of assisted reproduction, a failed adoption match, a failed surrogacy agreement, or a diagnosis that negatively impacts pregnancy or fertility

Fertility benefit

Starting in 2024, our healthcare plans cover up to four egg retrievals per year. And there are no lifetime maximums for fertility treatment coverage.



ERGs impact our company

To build deep levels of trust on our teams, all members must feel confident bringing their whole selves to work. Employee Resource Groups (ERGs) are employee-led networks that advocate for diverse identity groups within the organization. By supporting career development, strengthening peer allyship, and nurturing genuine connection with colleagues, ERGs empower employees to express their most authentic selves at work.

We increased our overall ERG membership in 2023, and now have 42 chapters throughout our U.S. and international offices. Nearly all of our ERGs partnered with another ERG to host intersectional events, further amplifying diverse voices and allyship.

Intersectional highlights

- The N8V ERG and Pride ERG hosted simultaneous events in 2023: Two-Spirit & Non-Binary Fireside and The Walking in Two Worlds StoryBolt.
- The Strive ERG cosponsored an intersectional event with HMV, N8V, APAD, and HOLA around mental health and overcoming trauma.

“Thank you so much for this. I am moved to tears because being here at Discover® has helped me embrace my Native heritage instead of hide it.”
N8V event attendee



94
ERG events

27
intersectional
ERG events

37%
of employees
belong to an
ERG*



PRIDE
Lesbian. Gay. Bisexual.
Transgender. Allies.



HOLA
Helping Organize Latino
Achievement



BOLD
Black Organizational
Leadership At Discover



APAD
Asian Professionals
At Discover



HMV
Honoring Military
& Veterans



PWIR
Professional Women
Impacting Results



STRIVE
Strive for Disability
Empowerment



N8V
Native American
Leadership at Discover

* Approximation



ERGs impact our communities

Our ERGs make a difference beyond company walls to their local communities. From volunteering time, to donating money, to hosting community events, our ERGs contributed to their own local neighborhoods in 2023. Here are a few highlights:

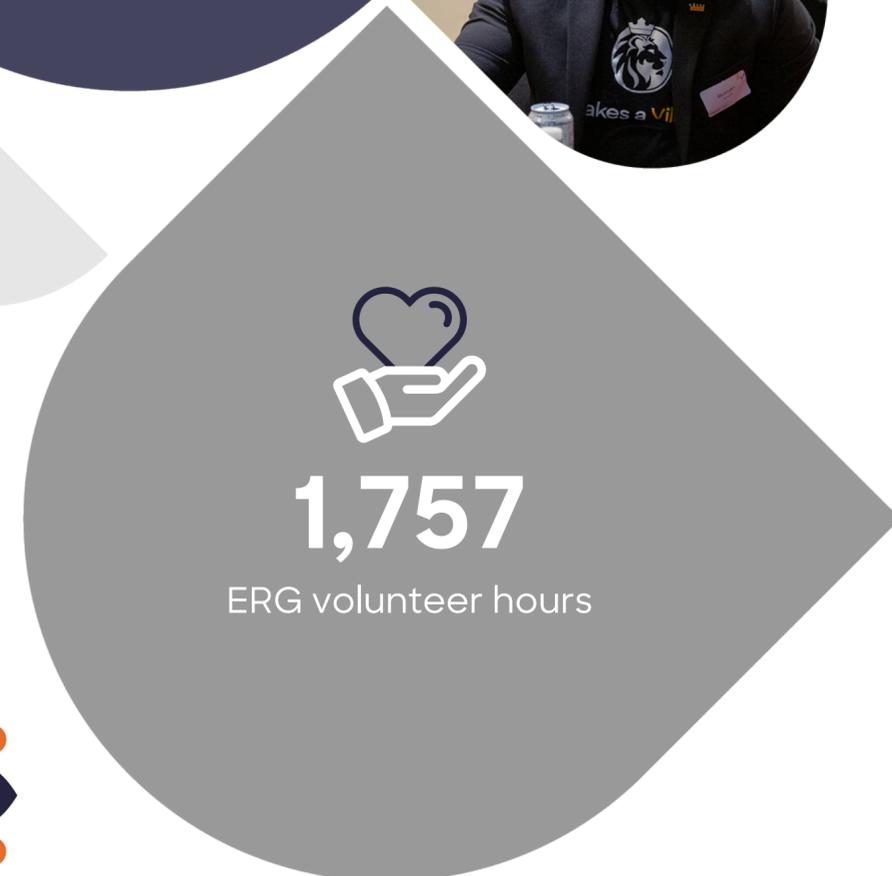
BOLD Juneteenth event

The Whitehall chapter of BOLD connected with the community for the chapter's first Juneteenth celebration. Attendees enjoyed live music, spoken word, line dancing, activities for all ages, and Ohio history education. This was a great opportunity to meet our new neighbors and introduce ourselves to the community.

APAD highlights

The Utah chapter of APAD supported several local organizations in 2023:

- Mana Academy is a public charter school that encourages education through a cultural lens. The ERG helped sponsor the school's cultural recital and the purchase of new instruments for students learning to play traditional Pacific Islander music.
- Utah Pacific Islander Civic Engagement Coalition (UPICEC) empowers the Pacific Islander community in Utah to be civically engaged through education, leadership development, and advocacy. The ERG helped sponsor the UPICEC Voter Initiative Program.



Part of the community

Diversity, equity, and inclusion starts with our employees, but doesn't end there. Because of our strong culture at Discover®, we're able to advance equity externally in our communities.

This year, we shifted our community development strategy to be more hyperlocal, narrowing in on smaller areas like neighborhoods rather than entire cities. This strategy applies to all of the places where we have offices.

We are committed to the communities where our employees work and live. This motivates our employees who know that their company values their community.

Volunteering locally

Employees are encouraged to volunteer at company-sponsored events on company time. Here are some of the organizations we work with:

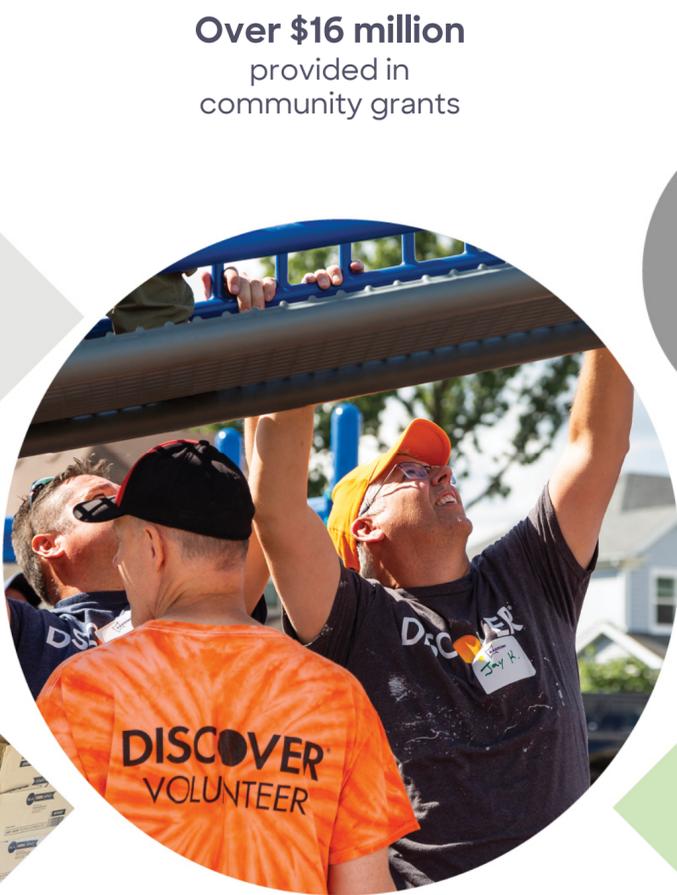


Commitment to low- and moderate-income neighborhoods

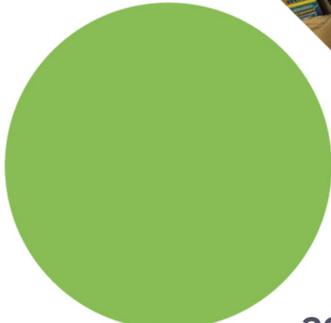
The Community Reinvestment Act (CRA) is a federal law designed to encourage financial institutions to meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods.

As part of our commitment to the CRA, we've continued to support existing economic development activities via our small business loan program with Grow America and explore new partnerships such as through the Beloved Community Services Corporation, a nonprofit developer that restores historic sites in predominantly Black neighborhoods.

52,813
employee
volunteer
hours



Over \$16 million
provided in
community grants



39,400 backpacks
packed with Cradles
to Crayons



Over \$196 million
contributed to community
investments



Joining the Whitehall community

Our hyperlocal community development strategy comes to life in Whitehall, Ohio.

At the end of 2022, we announced the decision to relocate our Ohio Customer Care Center from New Albany to Whitehall, which is a growing and diverse suburb of Columbus. A team of Ohio employees played a vital role in researching and making recommendations for this site. We saw this was an overlooked region for business, and realized the huge potential of untapped talent.

Before we opened our doors at the Whitehall Center, we're already embedding ourselves into the community. We hosted listening sessions with Whitehall residents to understand how we can contribute to their community.

Our employees and ERG members took the lead at several volunteer events in Whitehall. These events helped employees feel more connected to the local community and to Discover®.

We're also planning to open a dedicated community space in our Whitehall building for local organizations to host meetings and events for free.

Good for business, good for the community

We've started building relationships and spending with nearby businesses to help stimulate the local economy and grow our connections in Whitehall. We still rely on suppliers from our New Albany office, and we're excited to build new partnerships in the Whitehall community.

Through our Whitehall Center, we see business and inclusion converge. We gain new business partnerships and strong talent, and this opens new economic possibilities for the region. It's a win-win relationship.

“Since I've started with Discover, I've seen that if they say they're going to do something, they're going to do it. Not halfway—they're going to put effort and heart into it to show they care. And that will go a long way with the community of Whitehall.

JaRon
Lead Collections Specialist



Premier
sponsors for two
local events
and festivals

25
partnerships with
nonprofits in the
area, four are new
ones from
Whitehall



Building in Chicago's South Side

Our Whitehall office was not the first time we invested in a community of untapped talent. We were inspired to go to Whitehall because of the success at our Chatham Customer Care Center.

Located in the Chatham neighborhood in Chicago's South Side, this Center transformed how we approach site development. It changed how we hire talent, find suppliers, and engage the community.

After three years, we now have 555 employees at the Chatham Center. Our employees are deeply rooted to this neighborhood, which has helped us grow close, mutually-supportive partnerships with local organizations and community members. We don't just operate in Chatham—we're part of it.

Welcoming community members

When we were getting started in Chatham, residents told us their community needed a modern, clean meeting space. So in August 2022, we opened our Shine Bright Community Center. This 12,500+ square foot event space is available for local nonprofits to meet for free. We didn't force our way into the area; we made ourselves available to listen to our neighbors and find how to add to the strong community that was already built.





Partnering with diverse businesses

It matters where we spend money. Our business dollars are a powerful tool for advancing equity and effecting systemic change.

We strive to select suppliers and businesses who share our commitments to diversity, equity, inclusion, and social impact. Having a variety of perspectives helps us meet changing consumer needs while also meeting business needs.

Vision for business diversity

Our vision is to build a more inclusive sourcing and procurement process. We plan to implement programs that develop diverse businesses in a way that promotes equity and fairness during supplier selection and throughout the relationship. We want to increase our commitment to diverse businesses to align with the diversity of our customers and employees, and to promote economic growth. We believe that by partnering with these advocacy organizations we can advance our efforts:



Tier-2 program

We promote business diversity throughout our supplier network, and we encourage our Tier-1 non-diverse suppliers to engage and partner with diverse-owned businesses in their own supply chain. To track directional progress, we collect data from the largest publicly traded companies we work with to monitor their spend with diverse-owned businesses. As we continue to strengthen our program, we will place additional requirements on our top suppliers.

In 2023, 35 of our top suppliers by spend invested more than \$232,879,524 million with diverse-owned businesses, with \$71,834,570 attributed to work completed for Discover®.

2023 spend with diverse businesses





Partnering with local businesses

As we started building our Whitehall Center and Chatham Center, we wanted to bring economic opportunity to local communities.

We've hired local contractors to build and maintain the buildings, including landscaping and catering services. In the process, our teams developed meaningful relationships with nearby organizations.

Chatham construction/operations/facility spend

- 70% of our spend, or over \$6.6 million, was with minority- and women-owned businesses (MWBE)
- 34% of our spend, or over \$3.2 million, was with local Black-owned contractors

Meal service for employees

- 17 local restaurants and caterers provide meal service for employees
- Over \$1.6 million spent with local restaurants

Whitehall construction spend

- 45% of our spend, or over \$1.8 million, was with MWBEs

“Discover® is impacting the lives of families and businesses in the heart of the [Chatham] community 365 days a year. We are grateful for their commitment to diversity, equity, and inclusion. They understand the positive impact of investing in the entire ecosystem. We need more corporations to follow the lead of Discover.”

Wheeler Coleman
 CEO and Founder, EC-United
 Chicago-based company that supplies technology for Discover



Developing tech talent around the world

We envision Discover® as a leading destination for talent in technology, and we're actively investing in our talent pipeline. Our tech centers now span four countries and three continents, strengthening our global impact beyond our hometown of Chicago.

As we create jobs in communities around the world, we're guided by our belief in thinking globally while acting locally. We aim to not only create entry-level jobs but also pave advancement paths for international Discover employees.

Transforming tech

In 2023, we leveraged technology to amplify diverse voices, open career opportunities, and fuel innovation that better serves people from many different backgrounds.



15 years since we opened our Shanghai Center



57% of POC tech employees in our US offices are at Manager level or above



46% of POC tech employees in our UK office are at Manager level or above



71% of women tech employees in the APAC region are at Manager level or above



See appendix for additional data.

Opening doors, closing opportunity gaps

Our collective success at Discover® relies on diversity –and we’re investing in our future by closing opportunity gaps that stand in the way. That’s why our tech programs are designed to attract and develop diverse talent as well as invest in our local communities, without which we couldn’t operate.

To elevate technical and financial abilities across several areas of Chicago, we’ve created a variety of coding-based educational opportunities for local residents who want to build their careers with a mission-driven company.

We love our hometown, and we’re committed to seeing our neighbors achieve brighter financial futures as Chicago blossoms into a tech destination.



Talent
is evenly distributed, but opportunity is not. We’re creating new opportunities for talented people to reach their full potential—starting in Chicago.



Attracting tech talent to Chicago

Since the 2021 launch of our tech apprenticeship programs at our downtown Chicago and Chatham locations, we've made steady progress in minority representation in tech. Post-program hiring has contributed meaningfully to enterprise-wide improvements in Black and Hispanic/Latiné representation.

Advanced Analytics Resource Center (AARC)

During this two-year program in our Chicago 606 office, employees explore careers in technology. Participants rotate through a variety of projects and pursue a specialty track with the help of a mentor.

The AARC advances our investment in analytics, helps accelerate career development, establishes a steady pipeline of talent, and brings diverse talent to Chicago.

Chatham Tech Hub

Our tech hub within our Chatham Customer Care Center trains current and prospective local talent for tech jobs. We've even promoted several of our call center agents to technology roles, marking significant career milestones and opening lifelong opportunities in the tech field.

15
Chatham Tech Hub employees in 2023

91%
of Chatham Tech Hub apprentices are internal hires of call center agents

33% women,
22% Black or Hispanic/Latiné participants in AARC

“I will never forget the first day of the internship program. I remember not knowing exactly what to expect, but here I am—growing and developing in a job that gives me space to continuously improve myself in all aspects. I value a company that provides me with opportunities to hone my skills and grow, and most importantly, a good work life balance. At Discover®, I get to enjoy all of these!

David
AARC Senior Data Science Analyst

Mentoring future talent

Many of our experienced technologists volunteer to mentor students interested in technology. Students of all backgrounds can access information and guidance as they carve career paths to become the next generation of tech talent.

Through the Discover External Eminence Program (DEEP), our engineers can gain new professional skills. The program also focuses on attracting diverse tech talent through conference sponsorships, events, and mentorship programs.

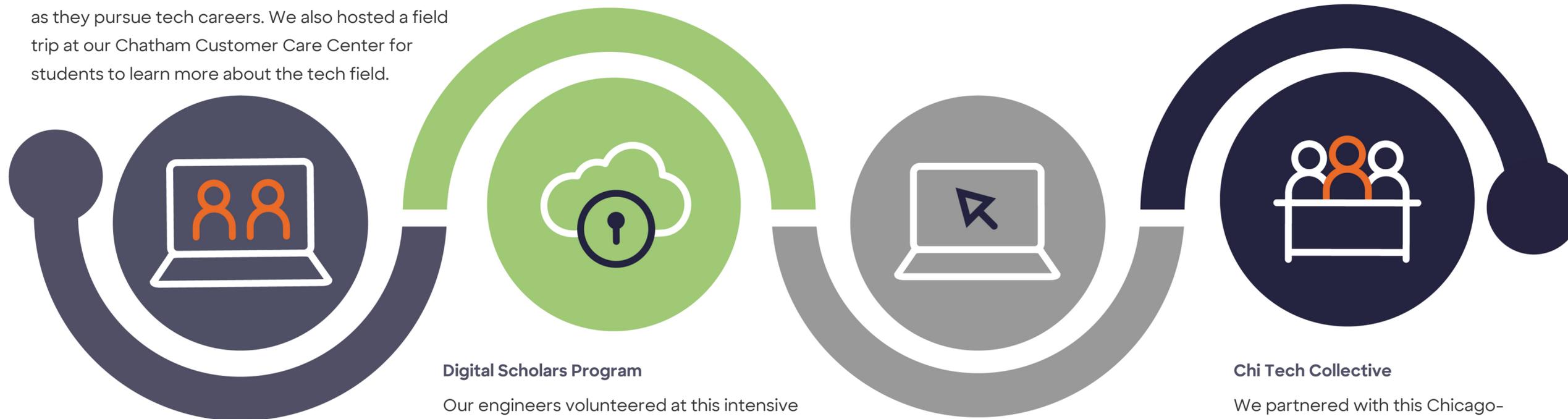
Here are a few of our most successful mentorship events from 2023:

Code Nation coaching

Discover® technologists volunteered as coaches at an all-day coding event with Code Nation, a nonprofit that supports students in under-resourced schools as they pursue tech careers. We also hosted a field trip at our Chatham Customer Care Center for students to learn more about the tech field.

Cybersecurity career panel and workshop

We hosted our first STEM workshop at our Chatham Center for local high school and college students interested in cybersecurity careers.



Digital Scholars Program

Our engineers volunteered at this intensive summer training program with local students, helping them build skills and industry relationships.

Chi Tech Collective

We partnered with this Chicago-based tech organization to give guidance on careers in fintech.



The power of our engineers

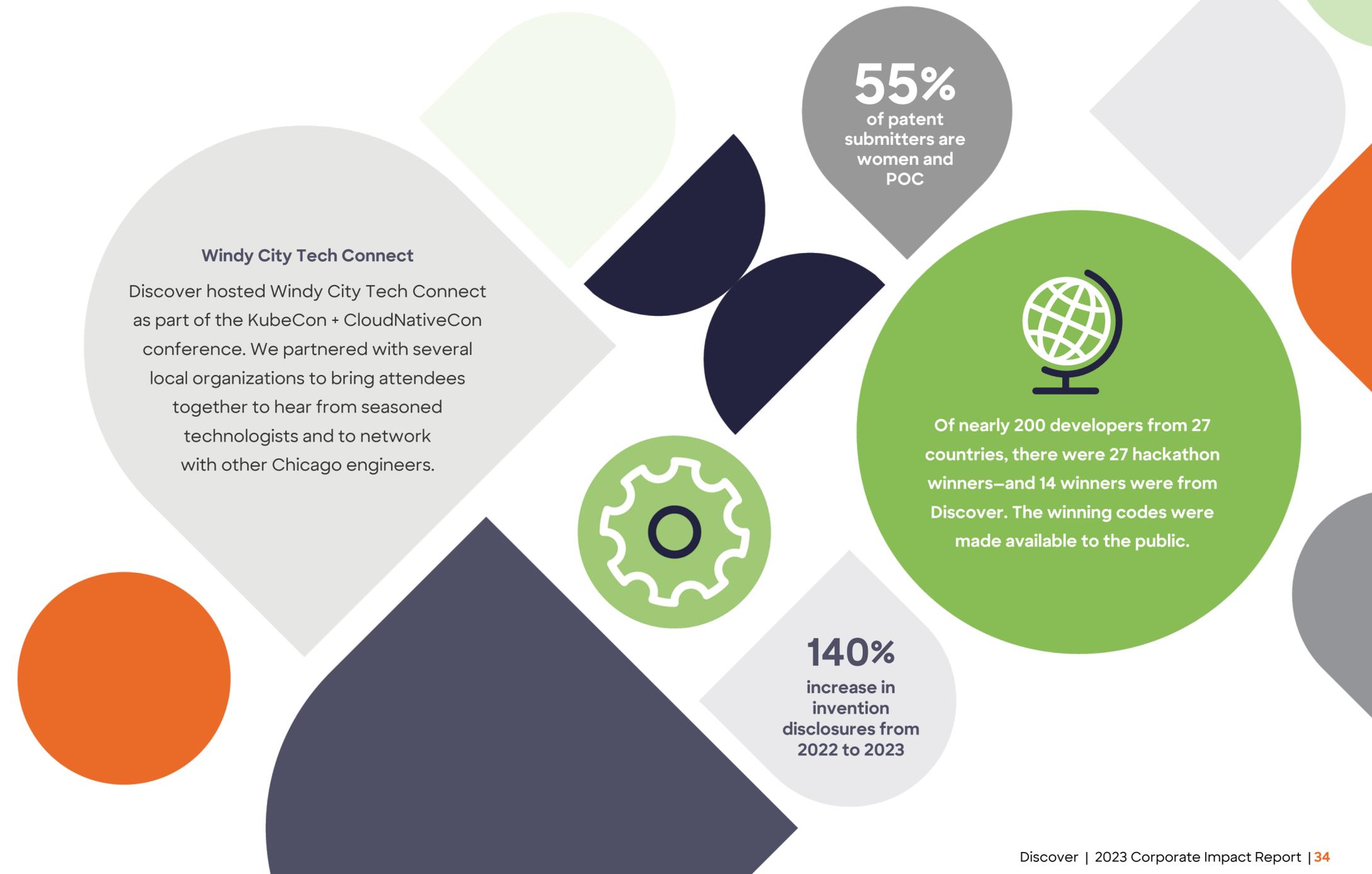
Engineers at Discover® are not only developing transformative technology—they're sharing it with a global audience.

Worldwide Hackathon

Discover engineers flexed their expertise at the 2023 Global Accessibility Awareness Day Hackathon, a virtual event where developers competed to create tech solutions within a set time. Participants were challenged to develop an online banking user experience that would be accessible to people with disabilities and visual impairments.

Patent and Innovation Program

Our Patent and Innovation Program was made not only to protect intellectual property at Discover, but also to foster a culture of innovation that engages diverse tech talent. The program opens opportunities to inventors, including women and POC, which means we can better design for the diverse experiences of users.



Windy City Tech Connect

Discover hosted Windy City Tech Connect as part of the KubeCon + CloudNativeCon conference. We partnered with several local organizations to bring attendees together to hear from seasoned technologists and to network with other Chicago engineers.

55%
of patent submitters are women and POC



Of nearly 200 developers from 27 countries, there were 27 hackathon winners—and 14 winners were from Discover. The winning codes were made available to the public.

140%
increase in invention disclosures from 2022 to 2023

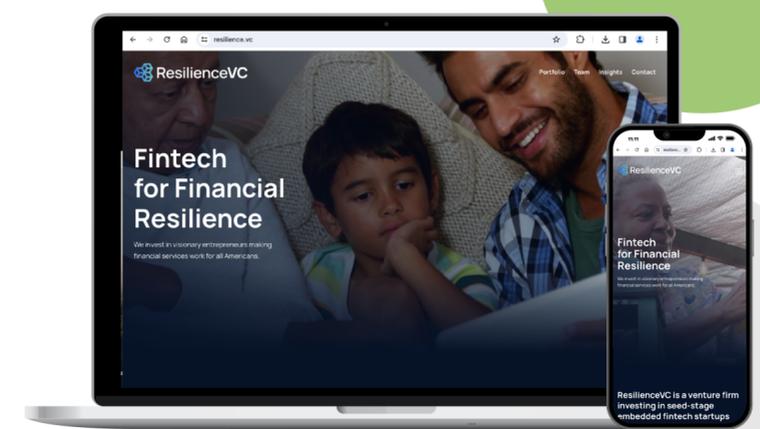
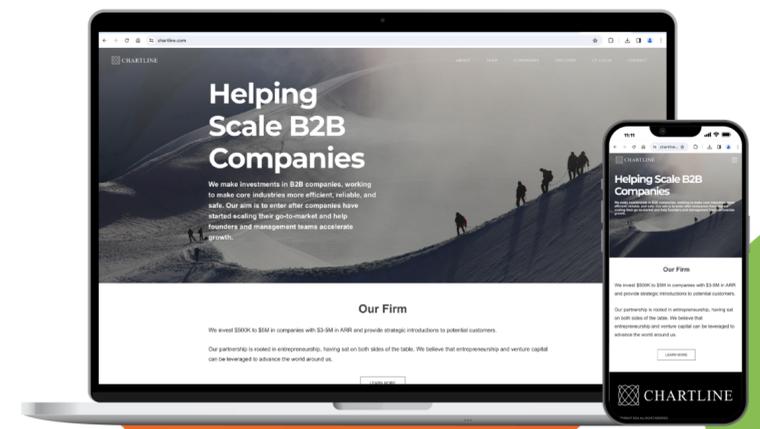


Funding innovation, fostering change

We're meeting our Core Values of Innovation and Collaboration in new ways. In 2023, [we launched a new mission-focused investment vehicle](#). The Discover® Financial Health Improvement Fund provides venture capital funding for fintech startups that boost the financial health of low- and moderate-income people, communities, and small businesses.

Discover Bank has made an initial capital commitment of \$36 million. In 2023, we made four investments, totaling over \$3 million, in the following startups:

- Alice, which helps working Americans keep more of their paycheck
- EarlyBird, which simplifies investing for parents
- PartnerSlate, which connects emerging food brands with contract manufacturers
- iink, which helps expedite insurance disbursements



Financial Inclusion drives brighter financial futures

Enable more people to enter and advance within the financial system and support the financial wellness of our employees

In 2023, we formed a cross-functional task force and conducted internal and external research to develop our first Financial Inclusion North Star Goal.

This goal may be new, but financial inclusion and literacy have always been part of who we are. They fuel our mission to help people achieve brighter financial futures.

We believe that everyone should know how to use their money and how to grow it. Financial know-how shouldn't be reserved for a select few—people deserve cards, loans, and services that are easy, fair, and accessible. That's why we make these benefits available to our cardmembers.



Enter and advance

In this goal, we're looking at a person's entire financial journey. When they enter, such as when they get their first credit card; and as they advance forward, such as when they get a new job or start using retirement savings.



Financial inclusion for our employees

This goal is also about our employees. We want to support the financial wellness of our employees by helping them spend and save better. That helps us serve our customers in a more meaningful way.



Rewards
on every purchase

FICO® Credit Score for free

24/7 U.S.-based customer service available any time



Financial literacy starts young

In 2017, we launched Pathway to Financial Success in Schools, a free program that helps teenagers and young adults build a solid foundation of financial skills. By the end of 2023, the program reached more than six million students.

Free spend analyzer tool

No annual fee

Free account security features

Helping customers

Our customers deserve to be in control of their finances and their futures. We help them through their financial journeys with our specialized products and dedicated service.



Inclusive marketing

When people interact with our brand, we want them to see themselves. Inclusive marketing complements our marketing policy—it helps our media reflect our audience, and it allows us to connect more meaningfully with more customers. This is part of the “enter” phase of the financial inclusion journey—it’s an opportunity to welcome new customers to Discover®.

Putting our money where our marketing goal is

We ended 2023 with a 14% increase from 2022 in spend with diverse-owned businesses, partly because of new partnerships with several diverse-owned media companies.

One company we partnered with is Kargo, a leading advertising tech company that shares our passion for inclusion and diversity. Kargo’s Multicultural Content Amplifier program connects advertisers like Discover with diverse-owned media suppliers to provide revenue and resources. Together with Kargo, we’re investing in diverse business owners and content.

Universal Design Advisory Board

The Universal Design Advisory Board (UDAB) is a dynamic group of Discover employees who volunteer their varying abilities, backgrounds, and perspectives to support excellent, accessible experiences for all of our customers. Many Advisory Board members have lived experience with different types of disabilities, and can offer unique expertise on projects across the company.



“Inclusive marketing isn’t a project or an aspirational goal—it’s a core pillar of our overall marketing strategy. We believe everyone should be treated like they are special on their path to a brighter future, and that spirit is reflected in our messages, our channel mix, and our vendor partners.

Jennifer Murillo, Chief Marketing Officer

“The Universal Design Advisory Board provides teams with the opportunity to gain insights into the lived experiences of people with disabilities, their family, and their friends. Through gaining these perspectives, teams can create more impactful and accessible experiences that better serve our customers’ wants and needs.

Shelby Mitchell, Senior Manager Digital Accessibility-DNA



Cards that help customers

We're committed to giving our customers simple, easy-to-understand products that can help them build financial literacy and make more informed financial decisions. Discover® has multiple cards that help people enter their financial journey, providing access to resources at every step.



Start building credit in college

Our Discover it® Student Card gives college students access to credit at the beginning of their financial journey. No credit score required to apply.¹ Build credit with responsible use.²

Build or rebuild credit

The Discover it® Secured Credit Card helps customers build/rebuild their credit history with responsible use.³ Customers can upgrade to an unsecured card after six consecutive on-time payments and maintaining good status on all credit accounts, and if they qualify, we will increase their credit line.⁴

“This card is great for students to build their FICO® Credit Score as well as to get cash back on every transaction made.”

Discover it® Student Cardmember, usernamerr93



980,000+
Gained 982,181 new Discover it® Student Cardmembers in 2023



290,000+
Gained 291,865 new Discover it® Secured Cardmembers in 2023

70%

of Discover it® Secured Cardmembers upgrade to another Discover® Card

¹ Based on the preceding 12 months of Discover Student credit card application data, applicants without a credit score may qualify. You must meet other applicable underwriting criteria. When we evaluate your creditworthiness, we consider all the information you provide on your application, your credit report, and other information. If you have a credit score, we may use that in our evaluation.
² Discover reports your credit history to the three major credit bureaus so it can help build your credit if used responsibly. Late payments, delinquencies or other derogatory activity with your credit card accounts and loans may adversely impact your ability to build credit.
³ Discover reports your credit history to the three major credit bureaus so it can help build/rebuild your credit if used responsibly. Late payments, delinquencies or other derogatory activity with your credit card accounts and loans may adversely impact your ability to build/rebuild credit.
⁴ Monthly reviews start your seventh month as a customer. We will refund your security deposit if you have made all payments on time for the last six consecutive billing cycles on all your Discover accounts including any loans, and you've remained in "good status" on all credit accounts you are responsible for whether they are Discover accounts or not. "Good status" means: (1) your credit report shows no delinquencies, charge-offs, repossessions, or bankruptcies for the six months prior to our review; and (2) your Discover Secured Card is not in a prohibited status at the time of our review, including, but not limited to: closed, revoked, suspended, subject to tax levy, garnishment, deceased, lost/stolen, or fraud. Monthly reviews may be delayed if you change your payment due date. When you qualify to upgrade to a standard, 'unsecured card', Discover will also consider you for a credit line increase. We typically process your refund in 2-3 business days based on your delivery preference. If you close your account and pay in full, we'll return your deposit within two billing cycles plus ten days.

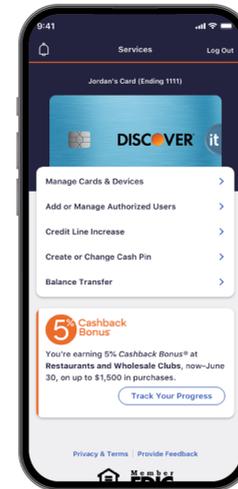


Cards that help customers

Bank with a no-fee checking account

In 2023, we updated our Cashback Debit Card with benefits that make banking easier, flexible, and more accessible.

- No. Fees. Period.
- Early Pay: Get your paycheck up to two days early when you set up direct deposit for your online checking account¹
- Earn 1% cash back on up to \$3,000 in debit card purchases each month²
- Add cash to your checking account using your contactless debit card at any Walmart in the U.S.—with no fees
- 60,000+ fee-free ATMs
- Send money with Zelle®
- Fraud protection
- Overdraft protection
- FDIC-insured, up to the maximum amount allowed by law



More access to credit

In 2023, we found an alternative way to approve credit customers by looking at factors other than their income and credit score. We're still following standard approval procedures, but have a new way to make credit accessible for people who traditionally would not be considered because of their low FICO® Credit Score or low income.



\$7.4 million+
saved in fees by
Cashback Debit
Cardmembers³



\$21.9 million+
in cash back paid to
Cashback Debit
Cardmembers

¹ Early Pay is automatically available to checking, savings (excluding IRA savings) and money market customers who receive qualifying ACH direct deposits. At our discretion, and dependent on the timing of our receipt of the direct deposit instructions, we may make funds from these qualifying direct deposits available to you up to 2 days early. See our Deposit Account Agreement for more information.
² ATM transactions, the purchase of money orders or other cash equivalents, cash over portions of point-of-sale transactions, Peer-to-Peer (P2P) payments (such as Apple Pay Cash), online sports betting and internet gambling transactions, and loan payments or account funding made with your debit card are not eligible for cash back rewards. In addition, purchases made using third-party payment accounts (services such as Venmo® and PayPal®, who also provide P2P payments) may not be eligible for cash back rewards. Apple Pay® is a trademark of Apple Inc. Venmo and PayPal are registered trademarks of PayPal, Inc. Samsung Pay is a registered trademark of Samsung Electronics Co., Ltd. Google, Google Pay, and Android are trademarks of Google LLC.
³ Estimated based on historical fees per account, by fee type, applied to number of accounts in 2023.

Stepping forward together

As our customers advance in their financial journey, we help them grow their money through our online savings accounts.

Our fee-free accounts offer competitive rates of return:

- Online savings account
- Certificate of Deposit (CD) account
- Money market account
- Retirement account

Stepping forward with each customer

We're here to help each of our customers build a brighter financial future. From credit card services, to online banking, to loans, to cardmember benefits, we've paved paths for people to pursue their financial goals.

Stepping forward with financial literacy tools

We don't stop at product offerings—we want to share our knowledge, too. That's why we provide resources that help people learn while they use our products.

Stepping forward with our employees

We're turning our lens inward to pilot innovative financial inclusion solutions with employees and grow their financial wellness.

Stepping forward with our communities

Discover® could not thrive without the communities in which we operate, and we leverage our hyperlocal relationships to better serve our neighbors.



**High-yield,
no-fee online
savings
accounts**





DISCOVER

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	Managing our Corporate Impact
2-10	Nomination and selection of the highest governance body	Board diversity
2-11	Chair of the highest governance body	Managing our Corporate Impact
2-12	Role of the highest governance body in overseeing the management of impacts	Managing our Corporate Impact
2-13	Delegation of responsibility for managing impacts	Managing our Corporate Impact
2-14	Role of the highest governance body in sustainability reporting	Managing our Corporate Impact
2-15	Conflicts of interest	2024 Proxy Statement
2-18	Evaluation of the performance of the highest governance body	Goals and progress
2-19	Remuneration policies	2024 Proxy Statement
2-20	Process to determine remuneration	2024 Proxy Statement
2-21	Annual total compensation ratio	2024 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	Corporate Impact at Discover
GRI 3: Material Topics 2021		
3-3	Management of material topics	Managing our Corporate Impact
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	Sharing rides and saving water
303-5	Water consumption	Sharing rides and saving water
305	Emissions 2016	
305-1	Direct (Scope 1) GHG emissions	Our total emissions
305-2	Energy indirect (Scope 2) GHG emissions	Our total emissions
305-5	Reduction of GHG emissions	Our total emissions
306	Waste 2020	
306-2	Management of significant waste-related impacts	Sharing rides and saving water
306-3	Waste generated	Sending less to landfills
400	Social topics	
401	Employment 2016	
401-1	New employee hires and employee turnover	Appendix E&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	Appendix J
403-6	Promotion of worker health	Appendix K
404	Training and Education 2016	
404-2	Programs for upgrading employee skills and transition assistance programs	Diversity beyond recruitment
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. SASB Index

The index was prepared using the Sustainability Accounting Standards Board (SASB) Standards for the Financials Sector that Discover® determined to be most relevant to our business: Consumer Finance. The disclosure is in accordance with Industry Standards Version 2023-12. Unless otherwise noted, all data and descriptions are reported for the entire operations for the year ended December 31, 2023. Certain information may not be provided in this index if it (i) is not considered material; (ii) is deemed privileged or confidential; (iii) could cause a competitive disadvantage to Discover if publicly disclosed; or (iv) is not currently collected in a way that is consistent with the related SASB metric. Other primary information sources, in addition to this index and our 2023 Corporate Impact Report, include our 2023 Annual Report on form 10-K, 2024 Proxy Statement, and the Discover website.

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	For information on legal proceedings, please refer to page 129 Note 19: Litigation and Regulatory Matters to our consolidated financial statements.
FN-CF-230a	Data Security	
FN-CF-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches, and (3) number of account holders affected	Not disclosed—see introduction
FN-CF-230a.2	Card-related fraud losses from (1) card-not-present fraud, and (2) card-present and other fraud	Not disclosed—see introduction
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.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	An explanation of our compensation programs can be found in the Compensation Discussion and Analysis section of our 2024 Proxy Statement which begins on page 63 .
FN-CF-270a.2	Approval rate for (1) credit and (2) pre-paid products for applicants	Not disclosed—see introduction
FN-CF-270a.3	(1) Average fees from add-on products, (2) average APR of credit products, (3) average age of credit products, (4) average number of credit accounts, and (5) average annual fees for pre-paid products	Not disclosed—see introduction
FN-CF-270a.4	(1) Number of customer complaints filed, and (2) percentage with monetary or non-monetary relief	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	For information on legal proceedings, please refer to page 129 Note 19: Litigation and Regulatory Matters to our consolidated financial statements.



Appendix C. Diversity on a global scale

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

Our offices in the UK, China, and Singapore strengthen our overall workforce.

Over 730 Discover employees work in a country outside the United States.



Appendix D. Gender and race/ethnicity at Discover®

		2019	2020	2021	2022	2023
Women	Officers	35%	33%	36%	36%	42%
	Directors	40%	38%	41%	46%	48%
	People Managers	52%	51%	53%	53%	53%
	Individual Contributor, Salaried	45%	44%	45%	46%	46%
	Individual Contributor, Hourly	69%	72%	74%	79%	81%
Men	Officers	65%	67%	64%	64%	58%
	Directors	60%	62%	59%	54%	52%
	People Managers	48%	49%	47%	47%	47%
	Individual Contributor, Salaried	55%	56%	55%	54%	54%
	Individual Contributor, Hourly	31%	28%	26%	21%	19%
White	Officers	73%	72%	69%	70%	69%
	Directors	74%	75%	72%	72%	71%
	People Managers	67%	66%	66%	63%	61%
	Individual Contributor, Salaried	57%	55%	54%	52%	49%
	Individual Contributor, Hourly	58%	57%	56%	51%	50%
POC	Officers	27%	28%	31%	30%	31%
	Directors	26%	25%	28%	28%	29%
	People Managers	33%	34%	34%	37%	39%
	Individual Contributor, Salaried	43%	45%	46%	48%	51%
	Individual Contributor, Hourly	42%	43%	44%	49%	50%
Black	Officers	6%	5%	5%	4%	4%
	Directors	3%	4%	5%	5%	5%
	People Managers	7%	7%	7%	9%	8%
	Individual Contributor, Salaried	6%	6%	6%	8%	8%
	Individual Contributor, Hourly	12%	13%	16%	23%	24%



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

		2019	2020	2021	2022	2023
Hispanic/Latiné	Officers	6%	7%	8%	8%	7%
	Directors	3%	3%	4%	5%	5%
	People Managers	7%	8%	7%	8%	8%
	Individual Contributor, Salaried	6%	6%	6%	8%	8%
	Individual Contributor, Hourly	22%	20%	20%	18%	18%
Asian	Officers	15%	16%	16%	16%	19%
	Directors	19%	18%	19%	18%	18%
	People Managers	17%	18%	17%	18%	20%
	Individual Contributor, Salaried	29%	31%	31%	30%	34%
	Individual Contributor, Hourly	2%	2%	2%	2%	2%
All Other	Officers	0%	0%	1%	2%	2%
	Directors	1%	1%	1%	—%	1%
	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	8%	9%	9%	9%	10%
	Directors	10%	9%	11%	13%	15%
	People Managers	16%	16%	17%	19%	19%
	Individual Contributor, Salaried	19%	19%	19%	21%	23%
	Individual Contributor, Hourly	30%	31%	33%	40%	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 .15% 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

		2019	2020	2021	2022	2023
Women	Representation	47%	46%	47%	48%	48%
	Hires	37%	34%	41%	42%	40%
	Promotions	50%	54%	51%	57%	56%
	Attrition	40%	46%	40%	40%	38%
Men	Representation	53%	54%	53%	52%	52%
	Hires	63%	66%	59%	58%	60%
	Promotions	50%	46%	49%	43%	44%
	Attrition	60%	54%	60%	60%	62%
White	Representation	61%	59%	58%	56%	53%
	Hires	42%	38%	38%	39%	33%
	Promotions	61%	62%	53%	59%	58%
	Attrition	55%	57%	52%	45%	48%
POC	Representation	39%	41%	42%	44%	47%
	Hires	58%	62%	62%	61%	67%
	Promotions	39%	38%	47%	41%	42%
	Attrition	45%	43%	48%	55%	52%
Black	Representation	6%	6%	7%	8%	8%
	Hires	4%	6%	10%	11%	9%
	Promotions	4%	6%	6%	8%	8%
	Attrition	7%	8%	7%	6%	12%



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

		2019	2020	2021	2022	2023
Hispanic/Latiné	Representation	6%	6%	6%	8%	8%
	Hires	6%	5%	8%	8%	7%
	Promotions	5%	8%	7%	10%	9%
	Attrition	6%	4%	6%	6%	7%
Asian	Representation	24%	26%	27%	26%	29%
	Hires	47%	49%	42%	39%	50%
	Promotions	28%	23%	32%	21%	22%
	Attrition	30%	29%	33%	41%	31%
All Other	Representation	2%	2%	2%	2%	2%
	Hires	1%	2%	3%	2%	2%
	Promotions	1%	2%	2%	3%	4%
	Attrition	2%	2%	2%	2%	2%
WOC	Representation	18%	18%	18%	20%	21%
	Hires	23%	19%	23%	26%	26%
	Promotions	23%	25%	26%	23%	22%
	Attrition	20%	20%	20%	21%	19%

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 .15% 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

		2019	2020	2021	2022	2023
Women	Representation	70%	72%	74%	79%	81%
	Hires	68%	73%	76%	83%	83%
	Promotions	64%	66%	71%	79%	82%
	Attrition	67%	69%	70%	77%	80%
Men	Representation	30%	28%	26%	21%	19%
	Hires	32%	27%	24%	17%	17%
	Promotions	36%	34%	29%	21%	18%
	Attrition	33%	31%	30%	23%	20%
White	Representation	57%	57%	56%	51%	50%
	Hires	49%	48%	44%	43%	40%
	Promotions	57%	54%	54%	52%	50%
	Attrition	52%	47%	47%	46%	41%
POC	Representation	43%	43%	44%	49%	50%
	Hires	51%	52%	56%	57%	60%
	Promotions	43%	46%	46%	48%	50%
	Attrition	48%	53%	53%	54%	59%
Black	Representation	13%	13%	16%	23%	24%
	Hires	12%	16%	26%	31%	34%
	Promotions	9%	10%	12%	22%	27%
	Attrition	13%	16%	18%	26%	32%



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

		2019	2020	2021	2022	2023
Hispanic/Latiné	Representation	22%	22%	20%	18%	18%
	Hires	29%	27%	20%	17%	17%
	Promotions	25%	26%	26%	18%	15%
	Attrition	25%	27%	25%	19%	18%
Asian	Representation	2%	2%	2%	2%	2%
	Hires	2%	2%	2%	2%	1%
	Promotions	2%	2%	1%	2%	2%
	Attrition	2%	3%	2%	1%	2%
All Other	Representation	6%	6%	6%	6%	6%
	Hires	8%	8%	7%	7%	8%
	Promotions	7%	7%	6%	6%	7%
	Attrition	8%	8%	8%	7%	8%
WOC	Representation	30%	31%	33%	40%	40%
	Hires	36%	41%	43%	48%	50%
	Promotions	34%	33%	36%	38%	42%
	Attrition	33%	38%	38%	43%	48%

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 .15% 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. Employee age data

Each generation has its own unique perspective, and a workplace that has many generations can draw from the best of each. That's why we support employees of different ages at Discover.

Employee age	2023
% of employees under 26	9%
% of employees between 27-45	63%
% of employees between 46-58	21%
% of employees over 58	7%

Chart notes:
Data as of December 31, 2023.



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

	Authenticity			Belonging			Equal Opportunity			Team Inclusion			Inclusion Index			Engagement		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
DFS Overall	82	85	84	76	80	78	80	83	81	83	86	85	80	83	82	80	83	80
All Other	80	84	82	75	81	79	81	84	82	83	86	85	80	84	82	79	84	81
Asian	82	83	83	77	78	79	77	79	79	80	82	83	79	80	81	80	80	79
Black	78	84	83	74	80	79	74	83	81	80	86	86	77	83	82	79	84	81
Hispanic/Latiné	83	85	85	76	80	80	82	85	84	83	87	86	81	84	84	81	84	82
White	82	85	84	77	81	78	81	84	81	84	87	86	81	84	82	80	83	80
LGBTQ+	82	87	86	76	83	82	81	83	82	84	88	88	81	85	84	80	85	82
Men	81	84	83	76	78	77	80	81	80	83	85	85	80	82	81	79	81	78
Women	82	85	84	77	81	79	80	84	81	83	87	85	80	84	83	81	84	81
Veteran	82	84	81	80	79	75	83	78	77	86	85	85	83	82	80	83	82	79
Disability	79	84	83	75	81	79	78	83	81	82	87	86	78	84	82	80	85	81

Chart notes:

- Scores are out of 100.
- Data for 2021 are pulled in August 2021. Data for 2022 are pulled in October 2022. Data for 2023 are pulled in October 2023. Data are for United States only. Our Inclusion Index is an aggregate measure of Authenticity, Belonging, Equal Opportunity, and Team Inclusion.



Appendix I. Discover® representation in technology roles

	2021	2022	2023
Women	27%	29%	34%
Men	73%	71%	66%
WOC	16%	18%	20%
POC	55%	58%	60%
White	45%	42%	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 .15% 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.

Representation of tech roles by region

	2023
Number of Discover employees outside of US	730
% of PG08 and above tech POC in EMEA	46%
% of PG08 and above tech POC in US	57%
% of PG08 and above tech women in APAC	71%
% of PG08 and above tech women in EMEA	13%
% of PG08 and above tech women in US	30%
Number of tech employees in APAC	220
Number of tech employees in EMEA	325
Number of tech employees in US	4,184
Total Chatham Tech Hub tech employees at end of 2023	13

Chart notes:

- PG08 indicates Manager level.
- POC is defined as People of Color; POC comprises all races/ethnicities in the United States that are not categorized as White/Caucasian.
- EMEA is defined as Europe, the Middle East, and Africa.
- APAC is defined as Asia-Pacific region.



Appendix J. Parental leave

We support our employees through all of life's milestones. The work/life balance culture at Discover® makes it possible for so many employees to return to work after parental leave.

Parental leave	2023
Retention rate of women that took parental leave	91%
Retention rate of men that took parental leave	92%
% of women return to work after parental leave	99%
% of men return to work after parental leave	99%



Appendix K. Employee health and safety

Our Health and Safety Program prioritizes the well-being of its employees, vendors, contractors, and visitors. We have a range of policies, initiatives, and trainings designed to mitigate risks, promote a safe work environment, and ensure compliance with health and safety standards.

Our Health and Safety Policy outlines our commitment to safeguarding employees and visitors. And it addresses hazard identification, risk assessment, emergency preparedness, incident reporting, and compliance with safety and legal requirements.

Employee training is also available at all levels, including orientation for new hires, ongoing training on hazard awareness, emergency response, and safety procedures. Training programs are tailored to specific job roles and potential workplace risks.

We conduct regular risk assessments to identify potential hazards in the workplace, including ergonomic factors and physical safety. We then eliminate or minimize risks through engineering controls, administrative measures, and personal protective equipment.

Employees and visitors can report health and safety incidents, near misses, and occupational illnesses.

We then investigate and analyze root causes, implement corrective actions, and share lessons learned to prevent future occurrences.

Employee Health and Safety	2023
Number of work-related injuries	12
Number of work-related fatalities	0



Appendix L. Environmental emissions

		Year						
Scope	Activity Type	2017	2018	2019	2020	2021	2022	2023
Scope 1	Stationary combustion (tCO ₂ e)	1,156	1,048	1,043	1,121	1,108	1,216	1,243
	Mobile combustion (tCO ₂ e)	51	28	44	33	7	6	7
	Fugitive emissions from air-conditioning (tCO ₂ e)	662	427	187	526	726	2,325	1,788
	Other fugitive or process emissions (tCO ₂ e)	0	0	0	0	0	0	0
	Scope 1 total	1,869	1,502	1,275	1,680	1,841	3,547	3,038
Scope 2	Purchased electricity—location-based	39,909	38,098	35,918	33,005	35,256	31,242	28,580
	Steam heating	0	0	0	0	0	0	0
	Scope 2 total	39,909	38,098	35,918	33,005	35,256	31,242	28,580
Scope 1 and 2 Totals		41,778	39,600	37,193	34,685	37,098	34,789	31,618
Stationary combustion		62%	70%	82%	67%	60%	34%	41%
Mobile combustion		3%	2%	3%	2%	0%	0%	0%
Fugitive emissions from air-conditioning		35%	28%	15%	31%	39%	66%	59%
Scope 1 and 2 reductions			5%	11%	17%	11%	17%	24%

Chart notes:

Discover® reports under the “control” approach for emissions in Scopes 1 and 2, as defined in the Protocol, from sources over which it has operational control. Scope 2 Emissions are calculated using the location-based method which reflects the average emissions intensity of grids on which energy consumption occurs. In 2023, we aligned electrical grid coefficients with the reporting year dating back to 2017, the changes are reflected in the table.

Discover uses the U.S. EPA eGRID sub-regional average emission factors to calculate indirect emissions resulting from the purchase of electricity in the United States, while indirect emissions resulting from the purchase of electricity outside of the U.S. are calculated using DEFRA for the UK. Electricity emissions for the current reporting year are calculated using the most recent grid emissions factors available from the EPA and DEFRA as of the time GHG emissions calculations are run for the reporting year.

Our emissions are not currently verified by an independent third party.



Appendix M. Environmental emissions (UK)

In 2023, our UK office attained LEED V4.1 Gold Rating in Operations and Maintenance, high energy performance certificate, and excellent BREEAM (Building Research Establishment Environmental Assessment Methodology) ratings. We reduced our operational impact in the UK through the use of LED lights, electrical vehicle charging stations, and the use of Integrated Renewable Energy via onsite solar panels. Our office also includes rooftop beehives and an onsite box cafe designed to reduce waste and energy consumption.

Scope	Year			
	2020	2021	2022	2023
Scope 1 total (tCO ₂)	80	189	191	239
Scope 2 total (tCO ₂)	241	592	548	527

Chart notes:

Discover® reports under the “control” approach for emissions in Scopes 1 and 2, as defined in the Protocol, from sources over which it has operational control. Scope 2 Emissions are calculated using the location-based method which reflects the average emissions intensity of grids on which energy consumption occurs. In 2023, we aligned electrical grid coefficients with the reporting year dating back to 2017, the changes are reflected in the table.

Discover uses the U.S. EPA eGRID sub-regional average emission factors to calculate indirect emissions resulting from the purchase of electricity in the United States, while indirect emissions resulting from the purchase of electricity outside of the U.S. are calculated using DEFRA for the UK. Electricity emissions for the current reporting year are calculated using the most recent grid emissions factors available from the EPA and DEFRA as of the time GHG emissions calculations are run for the reporting year.

Our emissions are not currently verified by an independent third party.



Appendix N. Environmental sustainability data

Measure	2017	2018	2019	2020	2021	2022	2023
Fuel (MWh)	5,959	5,466	5,405	5,782	5,754	6,344	6,545
Electricity (MWh)	79,964	80,293	80,176	80,822	81,749	74,346	67,438
Water (Gallons)	109,674,684	114,682,350	94,021,944	92,298,367	67,172,075	77,070,097	63,433,535
% of total water consumed in a region of high water stress	27%	24%	26%	24%	24%	35%	0%
Waste diversion rate						42%	74%
Power Usage Effectiveness (PUE), Buckeye Data Center							1.53
Power Usage Effectiveness (PUE), Shared Services Building							1.73

Chart notes:

- Waste Diversion rate reported in 2022 only represents mixed recycling. 2023 diversion rate includes mixed recycling (cardboard, paper, shredded paper, etc.), electronic waste, wood pallets, organic landscaping, scrap metals, universal and hazardous waste.
- Power usage effectiveness (PUE) is a metric used to determine the energy efficiency of a data center. PUE is determined by dividing the total amount of power entering a data center by the power used to run the IT equipment within it.



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