

Snap Inc. Diversity Annual Report 2023



Seeing the World Differently

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Intro from Evan, Oona and Arun

Last year's Diversity Annual Report attempted to bring urgency and ambition to our DEI (Diversity, Equity & Inclusion) efforts, though we noted "it is likely to get harder before it gets easier." But we couldn't imagine how hard it would get, and how different the world would be. The war in Ukraine and economic uncertainty combined in a perfect storm, leaving the tech industry — including Snap — facing extraordinary headwinds.

This different world shaped the questions we asked in 2022: how do we operationalize DEI with fewer resources, set against a more challenging backdrop? How do we embed DEI at the heart of our business, while our business sharpens its focus on essentials? What are critical DEI priorities to protect?

Making DEI a business imperative requires a paradigm shift in thinking. Instead of asking "what DEI tasks should we add to our urgent to-do list?" we must continue to ask "how do we introduce a DEI lens to all our work?" This is the paradigm shift called for in the Action to Catalyze Tech (ACT) Report¹, written by a group of DEI experts, that we helped initiate in January 2020 and published at the end of 2021. During 2022, we did this work in stops and starts while reducing the size of our team and reprioritizing our business. This report tells the story of that work — some of which ended in failure, some of which is only just underway, and some of which is already paying dividends.

We hope that sharing our successes and setbacks will help others struggling with similar challenges. Just because no company has solved the DEI dilemma doesn't make it impossible. But 2022 taught us that we must continuously reimagine our business in a different world.



Evan Spiegel
Co-founder and CEO



Oona King
VP, DEI



Arun Batra
Senior Director, DEI

How to read this report

The Executive Summary lays out the main lessons we've learned and the three pillars that drive our strategy, as well as topline data from 2022. The body of the report includes the initiatives that fuel our DEI work, and the people who drive them - because we believe that people and their experiences are as important as data and systems. Please also see our [DEI video](#)², which brings this point to life.

Introduction

Executive Summary

Executive Summary

In 2022, a variety of global challenges impacted efforts to make Snap – and the tech industry – more diverse, equitable, and inclusive. We’re working to integrate DEI into all our work, and hope that sharing successes and setbacks provides helpful insights to others.

Our three strategic pillars:

Inspiring Empathy

- Stories have the power to change hearts, minds, and behaviors; foster empathy; and create a culture of belonging. This section considers how to engage team members who may have very different backgrounds but who all want the opportunity to do their best work in a culture where success is determined by talent, not identity.
- **What worked:** inspiring empathy to drive intrinsic motivation and meet people where they are.
- **What doesn’t work:** treating DEI primarily as a “check the box” exercise.

Redesigning Systems

- In 2022, we considered how changes to systems could drive the greatest impact. For example, instead of focusing on individual teams to promote inclusive hiring, we worked to incorporate inclusive hiring across our whole recruiting system.
- **What worked:** prioritizing systems change over ad hoc DEI initiatives, and committing to cross-functional experimentation, such as our hiring pilot to bring more women into tech roles.
- **What doesn’t work:** bringing teams together without first engaging cross functional senior leaders to develop and operationalize joint objectives.

Driving Accountability

- Accountability drives improved DEI outcomes. Like any other priority, DEI needs well-defined goals, governance systems, and data. Snap aims to support accountability for DEI at the personal, corporate, and industry level.
- **What worked:** sharpening accountability and governance structures to drive DEI objectives; inviting the C-Suite to develop their own DEI Objectives & Key Results (OKRs) based around company-wide priorities; and establishing a clear, measurable plan monitored at Quarterly Business Reviews with C-Suite.
- **What doesn’t work:** expecting change without leadership accountability.

Section 1: Snap's Strategy

We identified three key learnings that drive our work:

Leadership: Effective, proactive, accountable leadership determines success.

Insights: Great leadership requires great insight to make real change.

Incentives: Incentives to inspire personal commitment must be balanced with clear expectations.

Section 2: Snap's Data

Summary (note: gender data is global, race & ethnicity data is U.S. only)

We are making steady progress on representation of women in Tech (up 1.6 percentage points (pp) to 21.2%), but must accelerate efforts. Attrition rates for women in our tech org are lower than for men (see data section for detail).

Overall we lost ground on race and ethnicity. Representation of underrepresented groups (URGs) in the U.S. workforce dropped 1.2pp to 16.2%. However, representation of underrepresented racial and ethnic groups in our leadership (Director+) increased 1.5pp to 13.8%. And in our tech org, we increased representation of underrepresented racial and ethnic groups among all people managers (+1.3pp to 11.3%).

Hiring of underrepresented groups fell. This includes both women globally and underrepresented racial and ethnic groups in the U.S. We are working hard and systematically to increase focused sourcing efforts on women and underrepresented racial groups both inside and outside the U.S, which we hope will help to increase hiring rates of underrepresented groups. See inclusive hiring section on pp 21-23.

Section I

Snap's Strategy

Snap's Strategy

Snap's DEI strategy is built around three interlocking pillars: Inspiring Empathy, Redesigning Systems, and Driving Accountability. While maintaining those core principles, Snap has spent the past year focusing on essentials across the board. We learned that prioritizing DEI, especially during difficult times, requires a true paradigm shift: instead of treating DEI as one aspect of our work, we must bring a DEI lens to all our work. To make this shift, we've identified three key learnings that drive our strategy around empathy, systems, and accountability:

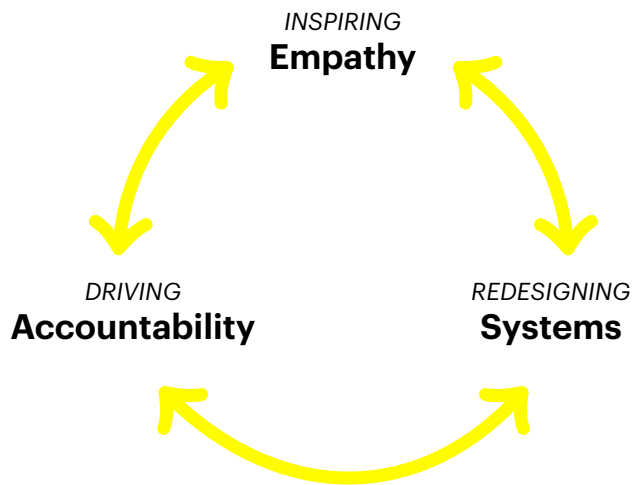
Leadership: Our current leaders must be more inclusive, and our future leaders must be more diverse. We are building inclusive leadership expertise into our expectations and training for all of our leaders. We believe that all team members at Snap must be DEI leaders — but we understand that this begins with our leadership team. Effective and accountable leadership is the difference between success and failure.

Insights: Great leadership requires great insight — both on a personal level for individuals, and at an organizational level for teams. We can make more meaningful progress if we gain a deeper understanding of complex DEI issues and use org-specific data to surface different team experiences.

Incentives: We must balance incentives with clear expectations. We want to inspire intrinsic motivation, and keep DEI from becoming a check-the-box exercise. Inspiration must be supported by meaningful accountability. For example, our promotion assessment is being recalibrated to recognize team members who demonstrate inclusive leadership; and elements of our leadership team rewards consider their efforts toward DEI initiatives and programs.

These three learnings inform the strategy outlined in this report. To illustrate how the strategy has evolved, we share stories of individuals and teams that are working hard to shift the paradigm: instead of adding DEI tasks to their work, a wide variety of our teams — including Engineering, Product, Content, Marketing, Learning & Development (L&D), Talent Acquisition, and many more — have placed DEI at the heart of all their most important work.

The interlocking pillars of our strategy (empathy, systems, and accountability) are just that: interlocking. There is overlap, for example, between driving accountability and redesigning systems. Or between redesigning systems and inspiring empathy — you are unlikely to change a system if you don't change the way the people in that system think. **Empathy changes thinking more than process.**



We believe that inclusive and accountable leadership is the difference between success and failure; that great leadership requires great insight and empathy; and that redesigned systems must balance incentives with accountability.

Inspire Empathy



Inspire Empathy

What's the story?

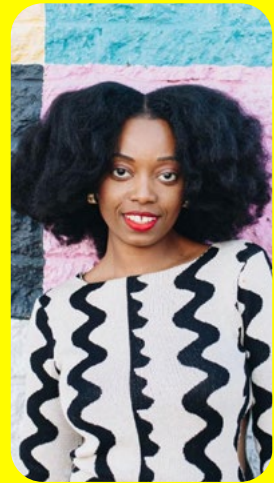
As a storytelling company, we know that stories have the power to change hearts, minds, and behaviors. Stories create empathy, which can inspire behavior change across Snap and the broader industry. And although our industry is data-driven, we understand numbers are not a substitute for lived experience. The differing lived experience of underrepresented groups can reduce feelings of belonging, which in turn reduces opportunity to realize potential. Our goal in inspiring empathy is to create a shared culture of belonging for all. In this section we consider how we can engage team members who may have very different backgrounds but want the same thing: the chance to do their best work in an inclusive culture where success is determined by talent, not identity.

What are examples?

- 1.1 Building connection and empathy
 - DEI Learning Collection
 - Council Program: listen from the heart
- 1.2 Supporting team members in Ukraine
- 1.3 Snap Employee Resource Groups (ERGs)
- 1.4 A more inclusive data set: Self-ID data
- 1.5 2022 DEI Innovation Summit
- 1.6 Inclusive design with ASL
- 1.7 LACMA - Monumental Perspectives

Who are the people?

"When I started Better Up coaching I was not confident. Actually I was very afraid. I didn't feel like I belonged, I didn't feel like I had a seat at the table. A year later, I'm completely different. The growth I've experienced hasn't just improved my life at work, it's improved my life outside work too.



I've gone from feeling like someone who didn't have a seat at the table, to being the person at the head of the table."

Chidinma Chuku (she/her)

Co-Lead of SnapNoir,
Snap's ERG for Black team members

What worked (and what didn't)?

In terms of our overall approach, what worked is inspiring empathy to drive intrinsic motivation. What worked is meeting people where they are. In some areas, team members are becoming more personally committed to DEI -- and we aim to expand this success.

What didn't work were instances when DEI became a list of tasks for people to check off as a compliance exercise. Instead, when we inspire people to be imaginative

and empathetic, that's when we get truly innovative ideas to make our company and industry more inclusive.

Another example of what's working is our experience around ERGs. We are now pairing ERGs directly with C-Suite leaders and, going forward, every ERG will have C-Suite sponsorship. ERG Leads also access training from our L&D team, including career readiness and leadership development. We want to support ERGs to help them make a positive impact in their respective communities, and enable them to support our business. Our Council Team — which provides a powerful storytelling forum where participants listen to and connect with each other — supports direct connection between Leadership and ERGs. This helps ERGs amplify their leadership impact, while inspiring empathy within Snap's top leadership team for communities that may be underrepresented at Snap. Looking at what we could have done better, we could have benefitted from developing more individual relationships between our leaders and our ERGs earlier in our DEI journey.

In this section we look at how empathy for other communities (the deaf and hard of hearing community and the LGBTQ+ community) can inspire new perspectives and inclusive product design. We showed up for our team members in Ukraine whose lives were upended by war. And we saw how supporting our ERG Leads is a win-win for individuals and the company. Because DEI is everyone's responsibility, it requires personal

leadership, regardless of your role at Snap. And increasingly our ability to be empathetic and inclusive leaders will determine our success.

Initiatives

Building connection and empathy

DEI Learning Collection

Led by our Learning & Development (L&D) Team, this includes a journey through multiple courses on understanding unconscious bias and allyship. The collection provides learning around actionable ally skills, as well as around how to navigate difficult conversations related to our identity. Snap asks team members and managers to explore these resources at their own pace, and offers opportunities for entire teams to join live facilitated workshops. Many teams have also taken the initiative to schedule curated sessions to discuss their own unique experiences around how unconscious bias, power dynamics, and identity come into play in working relationships. Our goal is to create a culture of psychological safety as well as to spark creativity and innovation.

Council Program: listen from the heart

Council is a listening practice that invites participants to share their stories with each other as a way to connect and create community. It's a fundamental part of our culture and a core component of our DEI strategy, providing structured time led by an experienced facilitator where team members

can listen and better understand colleagues from across the company. The Council Team provides opportunities for team members to meet in a variety of settings, and incorporates activities designed to foster creativity and community engagement.

“Council allows people to be personal and genuine and, in some cases, depending on what the topics are, vulnerable and talk about things that might not come up in the normal course of conversation. Every time I attend Council - often several times a month - I’m always struck by the sheer impact, and the creation of meaningful connections with people right across the company.”



Jerry Hunter (he/him)
Chief Operating Officer

Council cultivates the kind of bonds that contribute to an environment where people feel more connected to each other which, research shows, can lead to higher retention rates. The feedback we’ve received demonstrates that Council is successfully helping us scale empathy across boundaries, whether along lines of race, gender, LGBTQ+ status, disability, age, socio-economic status, parental and caregiver status, veteran status and more and more. This program is

“I grew up in India on the outskirts of Mumbai. I was born a dark-skinned girl child, and some of my earliest memories are getting called names on the street, and not feeling safe to walk around. I was not considered beautiful in any way, in fact I was called the ugliest kid in the school. There was colorism at every level. Even relatives would say ‘no one’s gonna marry her, she’ll never find love.’ I tried to show up as love, but all I got was hate. So I was depressed and suicidal as a child. Colorism, caste-ism and queerphobia are all kind of interlinked. Language is critical too. The word nonbinary is freeing because it explains my existence to myself. At Snap I found a culture of radical listening, especially through Council, and that gave me the confidence to come out as nonbinary at work. But when I was growing up a lot of the language didn’t exist. When I found the word ‘colorism’, it was so empowering to understand ‘okay, this is what I experienced, it’s a phenomenon, it’s a systemic issue. It’s not me, it’s the world!’ I’ve gone from not wanting to exist at all, to wanting to live more than anyone else I know. Small, radical acts of kindness from my friends really validated me. Just one friend standing up for me - that made me believe there was love in the world, that it could exist. So remember that just accepting somebody for who they are can make a huge difference between someone’s life or death.”



Seema Puthyapurayil (they/she)
Head of Partner Engineering

unique to Snap, and we have developed a training program — Dandelion — to invest in underrepresented talent leading this practice.

Supporting team members in Ukraine

Evacuating our team

On February 24, 2022, President Putin invaded Ukraine, deploying over 100,000 Russian troops towards Ukrainian cities including Odessa and Kyiv, falsely claiming that Ukraine was governed by neo-Nazis who oppressed the ethnic Russian minority. Russia's attack on Ukraine has changed the world. Snap was directly affected, as Ukraine is where we acquired and developed our lens technology. Ukrainian team members have always played an important role in Snap's innovation and growth. Despite the devastation of full-scale war, today they remain at the heart of Snap's augmented reality business. When the war began, over 300 members of our Ukrainian team were located in Kyiv and Odessa. Since then, Snap has worked to support voluntary relocation of more than half the team to other countries, while some have remained in Ukraine. Snap team members are also volunteering to support Ukraine through creative workshops with Ukrainian children and through office supply drives to donate critically needed materials to people in Ukraine and to refugees. Snap also partnered with [CARE](#) to launch a new [Lens](#) inviting Snapchatters to virtually plant a sunflower — the national flower of Ukraine, representing hope and peace — in solidarity with Ukraine.

"I remember the day I woke up hearing an explosion, and then saw six more rocket strikes from my window in Kyiv. As Ukrainians, we are used to ironic pessimism. But I feel the war changed that — people gather to help, we don't just rely on our army to defend us, we all support each other. I probably have more belief in humankind now than previously. But I'm focused more on the present than the future, because something can change and you might not have a future. So if you have big dreams, go after them right now. I also want to express my gratitude to the Snap team. Thank you for your empathy, understanding, and sincere care for Ukraine. Thank you those of you who decided to donate - and if you haven't yet donated, you still can! Also if you're collaborating with a Ukrainian teammate, giving a few words of support might feel like it's nothing, but it could be everything. In 2022 we unlocked a new superpower - resilience - and we proved we are genuinely unbreakable."



Vladyslav Vasylkevych (he/him)
Snap's Director of AR Production

“When we first heard of the invasion here in LA, there was a paralyzing fear. But as a people leader, there was no time for panic. You understood people’s lives depended on your guidance, strategy and actions. We worked in shifts 24/7. When you were about to pass out, you handed your phone to your peer and they would continue to coordinate. Daily meetings started at 5AM, and went every few hours up till 8PM. Snap’s CEO and leadership were with us in every meeting — every single one. I almost don’t remember the first 6 months of the war. I wasn’t sleeping, had fainting spells, and just started to shut down. My team carried me through that. They’ve always been the most creative, strongest and bravest people I’ve ever met, and now I have proof of that. But we still don’t understand why this happened, why someone hated our country and our people so much that they wanted to destroy us. It’s like a poorly written movie, where there’s no motivation behind the plot — it’s a really bad script. I haven’t been able to get back to Ukraine, but I no longer have much left there. My sister’s home was destroyed. They even destroyed the cemetery where my father was buried. And the hardest thing was losing my beloved grandmother, who was stuck in a refugee camp for weeks while trying to escape. She passed away at 86, a day after we got her to safety in the Netherlands. She survived so much — the second World War, famines, cancer; she was a physicist and a huge inspiration to me. In the future, I believe we will have our own Victory Day, like our grandparents did after the Second World War. We will have to rebuild our homeland and make it even better. I’m also trying to do my bit in every way I can think of: I created an [alphabet book](#) for my children that’s full of Ukrainian symbols, and any profits I get from it, I send to kids and moms in Ukraine through the [Masha Fund](#), which exists to support the emotional wellbeing of women and children during war.



Lidiia Bogdanovych (she/hers)

Snap’s Senior Director of Lens Design (based in Snap’s HQ in LA)

Snap Employee Resource Groups (ERGs)

Snap's ERG program is more focused than it has ever been, comprising regional Leads across the markets of North America, Europe, MENA, and APAC, supported by Community Representatives for local office-focused initiatives for more than 2000 community members around the world. In 2022 ERGs were critical partners in building community for underrepresented groups at Snap during a really tough year. Snap recognizes both the value and potential of ERGs, and provides equity awards, leadership training, and coaching to ERG Leads. We began 2023 with a new ERG governance structure to provide clearer leadership responsibilities, and continued to develop ways to provide more direct engagement with Snap leaders. In January 2023 we invited ERG Leads from around the world to our HQ for Snap's first Global Summit for ERG Leads. ERGs used the opportunity to make suggested improvements to our product, and to work more cross functionally toward shared interests. One result is joint ERG campaigns to promote intersectional issues such as World Mental Health Day and International Women's Day. And we've invested in a new ERG management tool to help track and increase ERG engagement — because a more inclusive culture benefits all of us.

An example of an ERG influencing our product offering was a partnership initiated by SnapPride, Snap's LGBTQ+ ERG. In partnership

Pride Augmented: A Celebration of Queer Art



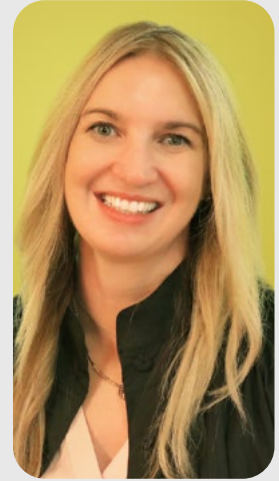
with V.O Curations, a London-based arts organization supporting emerging and underrepresented artists, Snap launched the first outdoor AR queer art exhibition called "Pride Augmented: A Celebration of Queer Art." The exhibition was powered by our AR technology and showcased the artwork and stories of six LGBTQ+ artists on the 50th anniversary of London's first Pride parade. Developed by our Paris-based AR studio, our City Landmarker technology allowed Snapchatters to see each artwork, beautifully displayed on iconic buildings as they explored Old Compton Street, Soho. The experience also transformed the sky into the rainbow colors of the Pride flag.

Self-ID Data: A more inclusive data set

In 2020 we began collecting Self-ID data, which provides a more inclusive and robust picture of our team. This allows us to capture non-binary gender data, as well as other facets of identity that go far beyond race and gender. For example our Self-ID data provides a fascinating picture of how many team members at Snap are first generation students (the first in their family to go to college or university in different countries) - ranging from 41% in Australia to 24.9% in the US.

Other data includes how many team members are LGBTQ+; how many are neurodiverse or live with a mental or physical disability; how many are parents or caregivers; how many are serving or have served in the military; and how many speak a language other than English as their first language. For the full data set see Section 2. Our Self-ID survey now extends to markets covering 93% of our workforce: Australia, Canada, France, Germany, Netherlands, the United Arab Emirates, the United Kingdom, and the US. The DEI Self-ID Survey is voluntary, and 82% of all surveyed team members responded.

"I was born to a 19 year old single mom in North Idaho who was told by her nurse to give me up for adoption so I could have a better life. Instead she chose to drop out of college and raise me. When I was five we moved to Hawaii and lived in a house with no running water



or electricity. But it really taught me how to be innovative and make do with what we had. We caught rainwater to take showers, and used our car battery to watch TV. I still remember the looks we'd get when my mom got out her food stamps to pay for groceries. I always worked really hard because I wanted to make things better for myself, my family and others. I became the first person in my family to graduate from college. I spent years working in consulting, and ultimately had the opportunity of a lifetime to join Snap. But even if this isn't something I talk about often, I've never forgotten where I come from. We should listen to other people's stories more. When I arrived at snap and did my first Council, I thought 'what is happening here?' Radical listening is so powerful: it allows everyone in the room to be heard, not just the loudest people. And for an introvert like me, that's critical."

Rebecca Morrow (she/her)

Chief Accounting Officer & Controller

2022 DEI Innovation Summit

In November 2022, Snap held its annual [DEI Innovation Summit](#), a one-day virtual event created to inspire leaders in tech to build a more equitable industry. The summit focused on recommendations from [the ACT Report](#) and fostered a cross-industry approach to transform DEI outcomes across workforce, culture, and products. This year, seven leaders from Snap plus 18 industry leaders from Google, Uber, Spotify, LinkedIn, and more shared DEI best practices. Speakers also included the actors Geena Davis and Keke Palmer. One particularly inspiring [conversation](#) was with the late global disability rights advocate Judy Heumann. She highlighted lessons learned in the disability rights movement, how the tech industry can raise the bar on inclusivity, and what we can all do to build a more accessible future. Speaker

engagement was up 22% year-over-year, with 41 speakers total. We also saw tremendous positive sentiment online, keeping most viewers engaged for 2+ hours of content and earning a 95% satisfaction rate from attendees who completed our post-summit survey (60% of those who completed the post-Summit survey watched 3+ hours of content).

Inclusive design with American Sign Language (ASL)

In 2022, Snap's first-ever Oscar advertisement was an example of real inclusion on-screen and off-screen. The spot, starring cast members from the deaf community and with ASL-trained directors, showed people using Snapchat's AR Lenses to learn how to fingerspell, part of a series of Lenses that translate hand movements to text. These Lenses were developed by a group of Deaf



team members at Snap who bring their perspective to the company's products — and they are now available to all users.

“The specificity of the human condition is interesting to everyone. And that allows us to speak directly to audiences, to invite and engage a more diverse community on our platform. To bring in things that really matter to people and encourage them to bring their own things... That changes a company’s mentality about who it’s for and who’s welcome, and then it changes who works here. That was our thinking when we worked on our first Oscar advert showcasing Snap lenses created by Deaf team members at Snap, for the Deaf community and their allies.”

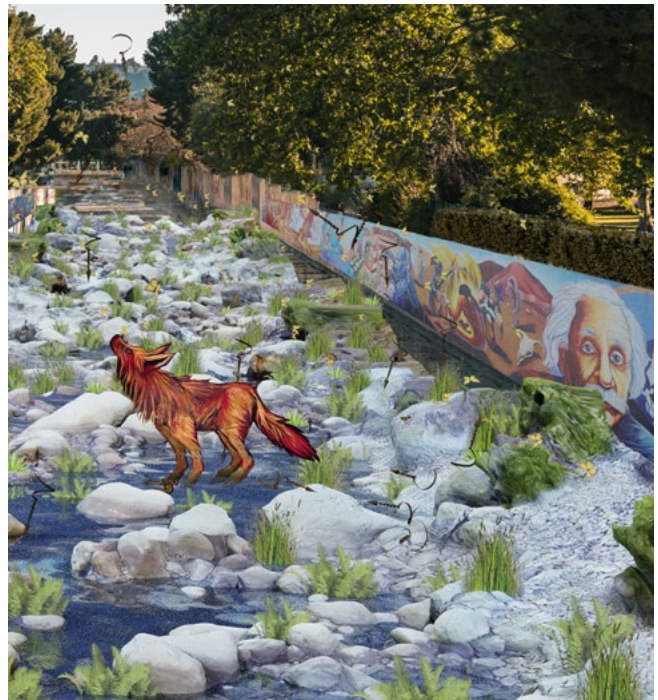


Colleen DeCourcy (she/her)
Chief Creative Officer

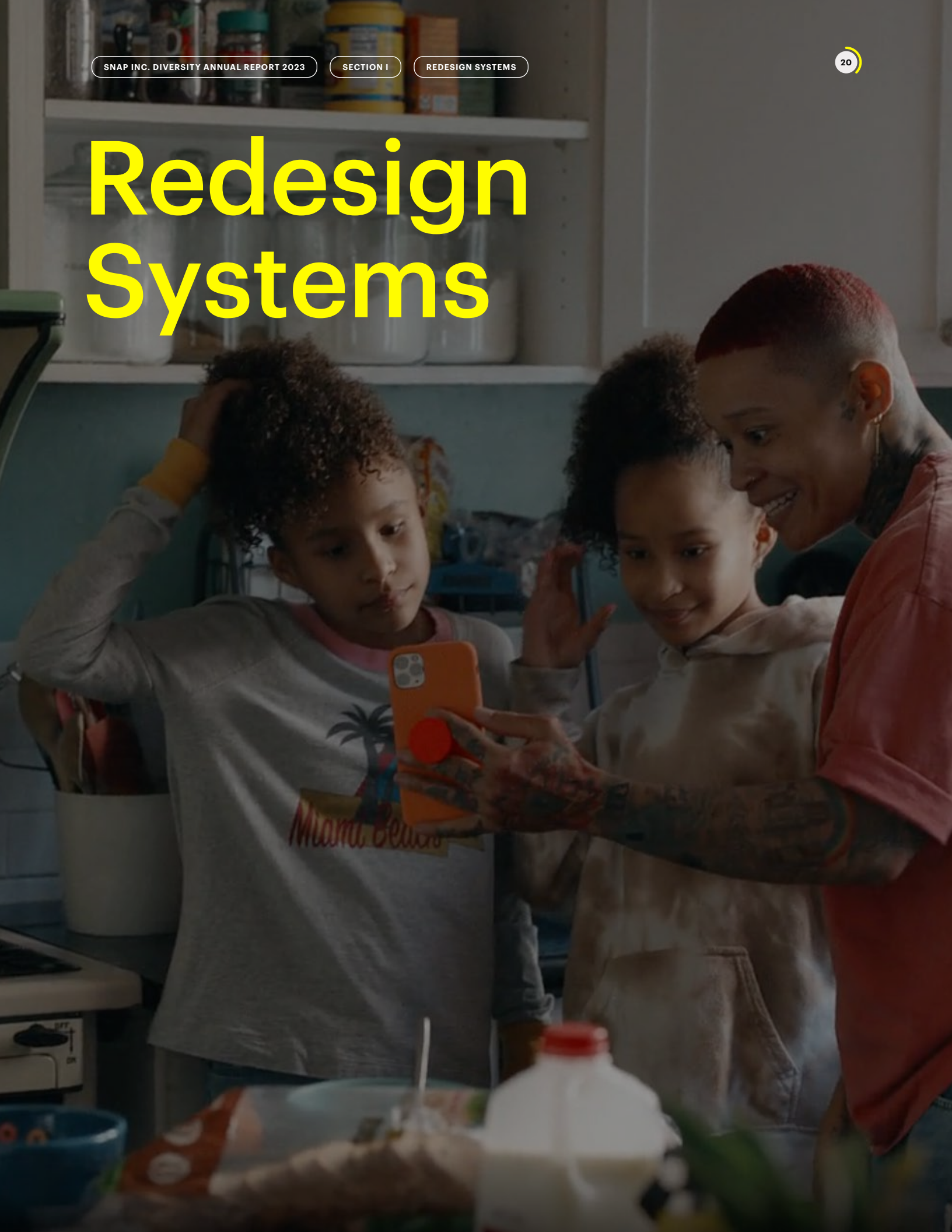
LACMA — Monumental Perspectives

This multi-year initiative with the Los Angeles County Museum of Arts (LACMA) uses augmented reality to explore monuments and murals, representation, and history. Monumental Perspectives brings together artists and technologists to create virtual monuments that explore some of the histories of Los Angeles communities in an effort to

highlight perspectives from across the region. In consultation with community leaders and historians, the second cohort of artists, Judy Baca, Sandra de la Loza, and Kang Seung Lee, examined changing landscapes and memory as a way to connect past and present through augmented reality. Visitors can experience the augmented reality monuments at site-specific locations across Los Angeles including Earvin “Magic” Johnson Park, Algin Sutton Recreation Center, and The Great Wall of Los Angeles. The monuments can also be experienced by anyone around the world, wherever they are on Snapchat by searching in Lens Explorer and by scanning the Snapcodes on LACMA’s website. Learn more about how to experience the virtual monuments and see last year’s Monumental Perspectives collection [here](#). In fall 2023, the project will showcase its final collection.



Redesign Systems



Redesign Systems

What's the story?

Redesigning systems is hard work. But expecting different outcomes without a different approach is often wasted effort. In 2022 we considered where “systems thinking” could have greatest impact. This requires identifying patterns of behavior over time, and the underlying structures that drive them. We then design interventions to what are known as “high leverage points”. We took this approach in areas including recruitment, product development, content creation, and widening non-traditional pathways into tech. For example, instead of focusing on individual teams to promote inclusive hiring, we worked to incorporate inclusive hiring across our whole recruiting system. While this work is still in early stages, it is beginning to impact every team across the company.

What are examples?

- 2.1 Inclusive Hiring
- 2.2 Product Inclusion Principles
- 2.3 523 Accelerator: Diversifying Creators
- 2.4 Inclusion in Marketing
- 2.5 Expanding non-traditional pathways
 - Snap Up (apprenticeship)
 - Snap Academies (apprenticeship)
 - Supporting diverse legal talent
 - Inclusive Engineering Onboarding
- 2.6 Expanding Computer Science education
 - Georgia State University (GSU)
 - California State University Dominguez Hills (CSUDH)

Who are the people?

“Reimagining People processes, particularly in recruiting, to support our diversity and inclusion objectives is often harder than it sounds. You have to be willing to let go of ‘how it has always been’ and pursue a new direction with a clear vision of what can be, garner unambiguous sponsorship from senior leaders, create



upfront cross-functional alignment, and drive relentless project management. We have rebooted our efforts to increase the diversity of our talent pipeline, and we hope the impact will be significant.”

Scott Withycombe (he/him)
Chief People Officer

What worked (and what didn't)?

In terms of our overall approach, what worked was prioritizing systems change over ad hoc DEI initiatives. What worked was pulling together cross-functional teams from across the business — vocally supported by leadership — with a mission to redesign systems. What didn't work was pulling together cross-functional teams without ensuring joint responsibility for delivering clear objectives, such as joint OKRs. Another example of what didn't work was a lesson we

learned around recruiting: when attempting to incorporate DEI into our recruiting process, we lacked a clear operational plan, and failed to engage cross functional leaders to drive forward decisions and progress. We have now resolved that issue, and have begun making significant progress.

Initiatives

Inclusive Hiring Plan

Snap is committed to building a company that is representative of the geographies where we operate. However, we must accelerate progress if we are to meet our 2025 representation goals. A critical element is ensuring we have balanced (i.e., diverse) candidate slates at the onsite interview stage. Additionally we must make targeted interventions at every stage of the recruitment process. To help achieve this, we have developed the concept of an Inclusive Hiring Plan (IHP) – a detailed set of initiatives to develop and nurture diverse talent pipelines. We will always hire the most qualified candidate, regardless of gender, race, or other demographics. IHP focuses on systematically increasing the number of prospects from underrepresented groups in our recruiting pipeline. We are also rolling out pilots in three countries — the US, UK, and Canada — with the goal of considering a diverse set of candidates for leadership roles.

“Our technical recruiting team, in partnership with our Engineering team and our SnapWomen ERG, wanted to build community for women engineers applying for jobs at Snap. We did this by thinking about how to prioritize empathy, kindness and inclusion throughout



the recruiting process. Candidate feedback told us that this group approach helped build confidence, reduce stress, and enabled them to perform more normally. At the end of the day, we want to see how candidates perform under normal circumstances, not how they perform under acutely stressful circumstances. The bonus for candidates is they gain a new network. The bonus for us is it reduces overall time spent interviewing, and improves our hiring rates — an amazing win-win!”

Michele Wilson (she/her)

Program Lead, Technical Recruiting Team

New approach to Inclusive Hiring

While the representation of women in our technical teams is increasing, we want to experiment with new hiring strategies that help us make further progress toward our representation goals. One we are particularly excited about is an “Interviewing Event” to engage more women engineers in our candidate pipeline, which — with no reduction

in technical requirements on candidates — has almost doubled our normal interview conversion rate (the percentage of applicants who received job offers after the final interview stage). The goal is to reduce the high level of stress associated with technical interviews, especially for underrepresented groups, and enable candidates to perform at their best. Instead of using the traditional interviewing structure with an individual-focused approach, candidates were brought together as a cohort, and went through the interview day as a group. Some candidates described it like “coding with a friend.” They also got the opportunity to hear Snap team members talk about our values and culture. Each attendee had the option to complete a full 1:1 technical interview over the course of the event.

In addition to reducing stress for the candidates, and connecting them to one another, this non-traditional approach enabled candidates to meet a greater number of Snap team members (who wouldn’t typically have time to meet such a high volume of individual candidates). It also freed up Snap’s current women engineers, who are often asked to take time out from their day jobs to meet individual candidates. Even candidates who did not receive a job offer were instantly connected with a networking group of other aspiring engineers. And the group approach made the hiring process significantly more efficient: engineering hours spent interviewing and debriefing were reduced by 40%.

Product Inclusion Principles

In 2022 Snap released [Inclusion By Design Principles](#) that lay the foundation for our thinking around product inclusion. The aim is to provide three guiding principles for all those involved with Product development at Snap: Increase Inclusion, Build with Empathy, and Take Smart Risks.

“My hope is that our [Inclusion By Design Principles](#) help everyone understand our goal. And if we miss the mark, people will be encouraged to provide feedback, raise awareness, and make suggestions. Because if we get product inclusion right, even more people will enjoy Snapchat — so this directly affects our ability to grow and resonate with people all over the world.”



Bobby Murphy (he/him)

Snap co-founder & Chief Technical Officer

The principles were the result of a large cross-functional effort between the Product team, Engineering team, and IDEA (Inclusion, Diversity, Equity, Awareness), with close engagement from Camera Platform, Policy, Platform Integrity, and Legal.

Prior to the release of the principles, product inclusion work had been happening at Snap for some time with various ad hoc initiatives.

¹ We take a broad view of diversity, which includes race, gender, LGBTQ+ status, disability, age, socio-economic status, parental and caregiver status, and more. [The current goals](#) are specifically focused on global gender representation, and underrepresented U.S. racial groups, which are Black, Hispanic/Latinx, Indigenous, Middle Eastern/North African/Arab and Multiple Races. While Asians are not underrepresented in Snap’s overall population in the US, we have a diversity goal that focuses on increasing their representation in leadership (Dir+) roles.



For example, Snap [made Bitmoji more inclusive](#) by enabling people with disabilities to express themselves more authentically, including the addition of wheelchairs, walking canes, and hearing aids. Interestingly, those users with disabilities who used these features were 8x more likely to share those images than other users, demonstrating that an increase in product inclusion drives better business outcomes.

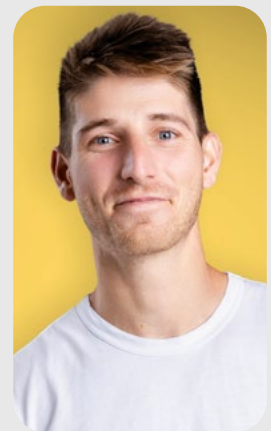
Another example is [Inclusive Camera](#). This is a multi-year commitment to focus resources on making the Snap Camera work better for everyone, particularly those with dark skin tones who have been poorly served in the past. In 2022, Snap also invested in a new Inclusive Testing program as a route to validate the inclusivity of our new camera features. The team partnered with a third-party vendor and identified 1500 people to help test their products, starting with Ring Flash, on a variety of DEI attributes such as gender and skin tone.

523 Accelerator: Diversifying Content Creator Programs

Beyond diversifying our team at Snap, we're also working to diversify the talent creating our content. The 523 Content Accelerator Program is Snap's group of programs designed to help small content companies and creators from underrepresented groups grow and monetize on Snap. These programs provide stipends, educational tools, and networking opportunities to boost diverse creators.

523 for Content Companies is a one-year program that supports partners from underrepresented groups with Shows on Discover. Since launching in March 2022, the inaugural class has reached a total of 52 million viewers on Discover. In September 2022, we launched 523 for Black Creators, a one-year program that supports emerging

"We've evolved our thinking to recognize the value of Product Inclusion in its own right. Sure, implementing inclusive design usually leads to better business outcomes. But we are investing in inclusive design because it is fundamentally the right thing to do."



Jack Brody (he/him)
VP, Product

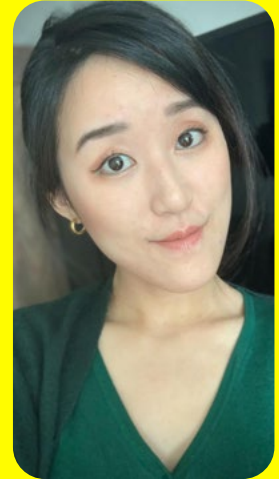
Black creators who may not have industry knowledge, support, or connections.

The program received more than 4,000 applications, and the successful applicants secured partnerships with Westbrook Media, Google Pixel, and UNCMMN, a talent and entertainment strategy firm that amplifies diverse creators in new media.

Inclusion in Marketing

Snap's Marketing team helps promote and communicate Snap's various products and services globally. Snap Marketing has established more inclusive processes to promote DEI as part of its content production and distribution processes. Last year, Snap Marketing allocated at least 15% of its U.S. digital media brand budget to BIPOC-owned publishers or media creators. It also created greater access for diverse creatives by ensuring that at least one underrepresented Director was considered when multiple vendors bid on a project. In 2023, Snap Marketing seeks to continue or exceed these objectives while exploring others that promote more diversity in the talent used in content productions.

"When we introduced stickers representing disabilities to Bitmoji, we were surprised to find that being more inclusive significantly increased engagement. Bitmoji users who shared wheelchair stickers were sharing Bitmoji stickers 8x more than other Bitmoji Chat users. And for those who shared stickers with walking canes, they were sharing 10x more. We guessed it would be meaningful to users, but we did not expect the engagement we received. People with disabilities have been ignored for too long in tech, and that's especially true for product development. I know from personal experience that there is a pain when you feel erased, but also tremendous joy when you feel seen."



Rai Hsu (she/her)

Product Manager, Bitstrips Corporate - Bitmoji

Expanding non-traditional pathways into Snap

Snap has created a broad suite of initiatives to give people with non-traditional backgrounds the opportunity to work at Snap. A “non-traditional background” usually means someone without a 4 year degree from an elite university, or prior experience at other well-known tech companies.

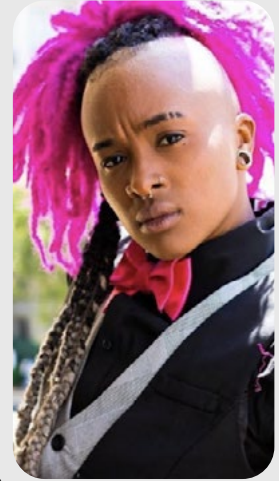
Snap Up (apprenticeship)

To build more pathways into tech for underrepresented groups, in 2019 we started Snap Up, which connects with students who might not typically get the opportunity to work at a place like Snap, including those who attend Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). A focal point is increasing regional diversity, such as including schools in the south, where tech opportunities may be less prevalent. In 2022, Snap and the University of Arizona launched Snap Cats, which provides internships and other opportunities for transfer students from community colleges in southern Arizona.

Snap Academies (apprenticeship)

Snap Academies are ambitious programs designed to help provide meaningful career opportunities to Black, Indigenous, and Hispanic/Latinx communities, and other groups who have been historically disconnected from equal opportunity in the tech sector such as women, community

“The truth is I never thought I’d work for a platform, but I see first hand how Snapchat empowers creators to be themselves and encourages authenticity and creative freedom. That’s true for all creators on Snapchat, but it’s especially precious for underrepresented groups to show up and tell their own story, their own way.”



Brooke Berry (she/her)
Head of Talent Development

college students, and youth who may have experienced homelessness, foster care, or the juvenile justice system. Our four academies have custom Snap curricula to teach design, engineering, storytelling, and AR-focused Lenses.

We also created a new initiative called Lens Learning, which teaches learners from underrepresented groups about augmented reality. Snap hosts challenges several times a year to provide foundational Lens Studio learning and project based learning. For example, one challenge involved students who got the opportunity to learn Lens Studio, interact with Snap team members, and then compete for a cash prize and/or interview for one of 15 Snap Lens Academy scholarships.

"I lead recruiting for our Snap Up program, and it's incredible to have the opportunity to help people who come from less fortunate backgrounds. I come from that background, where your parents can't help you because they never had the chance to go to college or work in a corporate environment.

Being a First Generation college student has a lot of insecurity built in: both psychologically and literally. Working at Snap was the first time I've had health insurance. I know the difference these opportunities make. That's why I encourage applicants on our Snap Up program, because I know it can be life-changing."

Laila Forghani (she/her)
Senior University Recruiter



summer associate program, partnering with a major law firm to host a law student from an underrepresented group.

Inclusive Engineering Onboarding Module

In addition to building new pathways into tech, Snap is focusing on inclusion of diverse talent. For example, as part of the onboarding process, all new engineering hires go through our Inclusive Engineering Onboarding Module, which provides support and increases visibility of new hires to current engineering initiatives. It also provides engineers with resources such as our Inclusive By Design Principles and our Machine Learning Fairness Principles and Guidelines. This helps new engineers incorporate inclusion at very early stages of their journey at Snap — making DEI something that is baked into their work from the beginning.

Supporting diverse legal talent

To help diversify the legal profession, Snap's Legal & Public Policy Team members volunteered with several organizations that focus on building access to law school education and careers with prestigious law firms for students from underrepresented groups. In partnership with the Legal Education Access Pipeline (LEAP), several of our in-house attorneys serve as mentors to underrepresented students applying to law school. Snap's Legal & Public Policy Team also continued its participation in the Law in Tech Diversity Collaborative (LiTD)'s

Expanding Computer Science education

[The ACT Report](#) highlighted research that demonstrates what we know: the education system impacts life chances more than any other system. The tech industry should therefore intervene earlier to make high quality Computer Science (CS) education available for all children, not just those in affluent areas or attending well funded school districts. But due to a chronic shortage of CS teachers — especially from underrepresented communities — expanding CS education isn't currently realistic. Taking a systems thinking

approach, one of the highest leverage points that would improve access to CS education is the development of more CS teachers.

Snap has set out to do this by [investing in training a thousand teachers each year in CS literacy](#) and integrating CS concepts across all areas of instruction. This has been made possible by provision of a \$10 million endowment from Snap: \$5 million to Georgia State University, and \$5 million to California State University Dominguez Hills. This program is made possible through Snap's relationship with [CSforAll](#).

Georgia State University (GSU)

In 2022, due to Snap's investment, GSU — which graduates about 400 teachers every year — taught computer science to about half of them. GSU is now closer to its goal of teaching all 400 teachers computer science every year. Of its 2022 intake, half of the teachers were Black or African American, a third were White, and 10% were Hispanic or Latino.

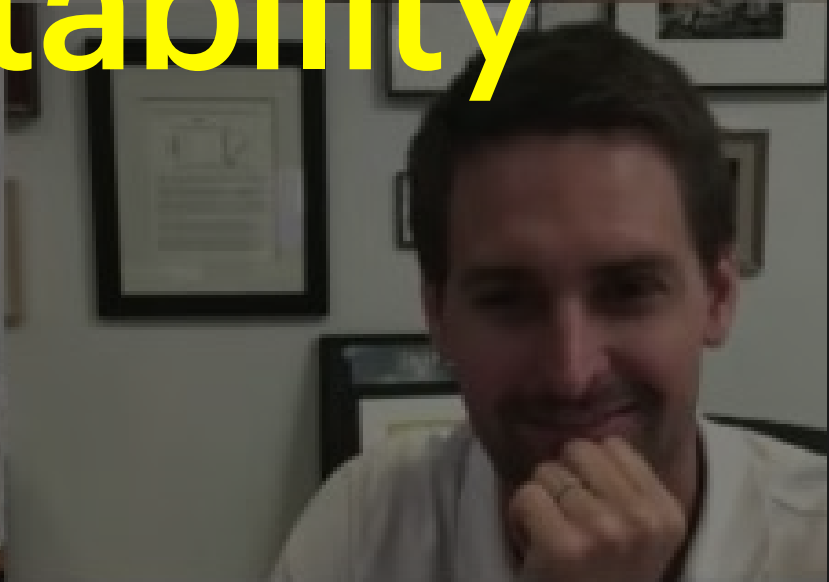
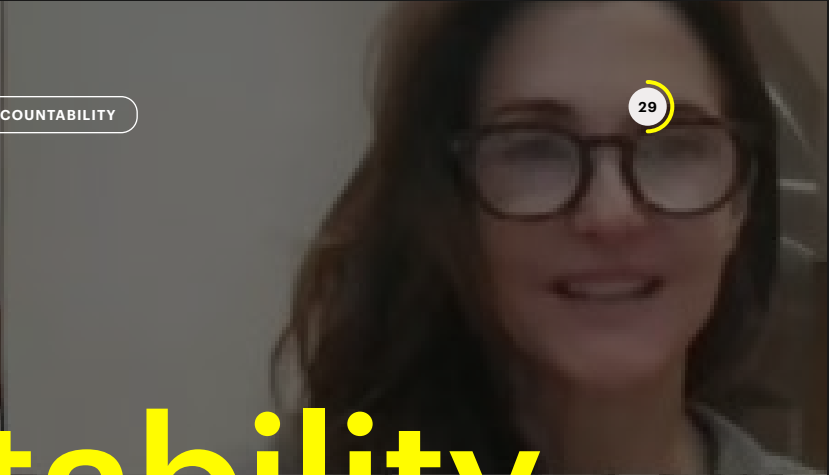
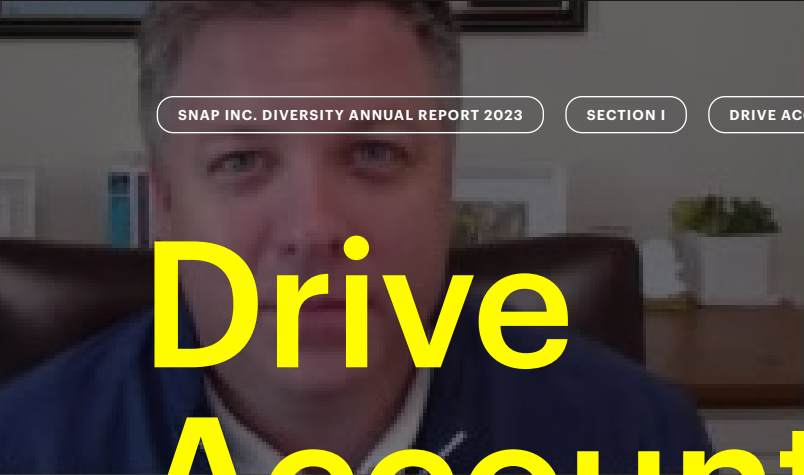
California State University Dominguez Hills (CSUDH)

Snap's investment impacts about 600 undergraduate and 400 graduate students in the CSUDH college of education, of which 50% are first generation college students and 87% are students of color.

Both investments of \$5 million created endowments at each institution to lay the basis for long-term work. This means the two programs will be funded in perpetuity, and will have a reliable source of funds to continue this critical work.



Drive Accountability



Drive Accountability

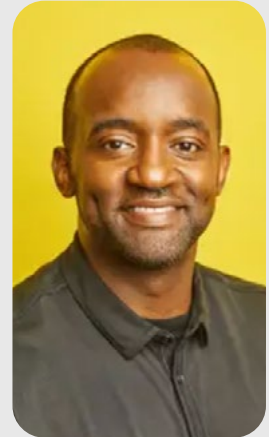
What's the story?

Accountability is a prerequisite to driving improved DEI outcomes. Like any other business priority, DEI needs well-defined goals, governance systems, deadlines, and data to track and measure success against DEI outcomes. In other words DEI must be built into how we do business. In this section we look at Snap's efforts to hold our team members, especially leadership, accountable for ensuring DEI isn't just an add-on. Instead, by making it part of a company's business strategy, it will be subject to the same scrutiny as other core business functions. But imposing metrics alone can become a box-checking exercise that doesn't necessarily lead to lasting change. It's critical to understand that accountability must start with self. You cannot delegate DEI. Fundamentally it requires personal leadership, because DEI is everyone's job.

What are examples?

- 3.1 DEI Quarterly Business Reviews
- 3.2 Tech Accountability Coalition
- 3.3 Supplier diversity and strategic sourcing
- 3.4 Snapchatters' Global Identity Study
- 3.5 Snap content audit
- 3.6 Increasing inclusion in engineering
- 3.7 Gender Pay Gap

"I've never been part of an executive team where the CEO and leadership team commit so much time and energy on DEI. Does that mean we're where we need to be? No, we have a ways to go. Are we gonna get there? DEI is a long game, we're making progress and with continued commitment I believe we can get there."



Kenny Mitchell (he/him)
Chief Marketing Officer

What worked (and what didn't)?

In 2022, what worked was improving accountability and governance structures to drive DEI objectives. What worked was inviting senior leadership to develop departmentally focused DEI goals and objectives, with advice from the IDEA team, and providing insights with org-level data. What didn't work was expecting departmental change without ensuring each business org had a senior manager project managing DEI work. Another approach that doesn't work is when different departments pursue unrelated DEI efforts that fail to ladder up to company-wide DEI objectives. Instead we want more wood behind fewer arrows so we have a greater chance to hit the target.

An example of what worked was putting in place a clear, measurable plan facilitated by Quarterly Business Reviews for leadership. This has led to a meaningful change over time, with Snap moving from one Department having defined DEI OKRs to each Department having them.

Initiatives

DEI Quarterly Business Reviews

Snap introduced Quarterly Business Reviews with Snap's C-Suite to track efforts and progress toward our DEI OKRs throughout 2021 and 2022. Responsibility for meeting DEI objectives has steadily been redirected to our leadership team. All members of our C-Suite have been asked to appoint leaders (Sr. Mgr+) from their respective teams to serve as DEI Business Leads.

In 2022 we increased hands-on support for the DEI Business Leads by delivering a program focused on DEI expertise and leadership. This brings DEI Business Leads together from across the company to walk through common roadblocks and solutions. Additionally in 2022 we continued to iterate on the Diversity Data Dashboard (DDD) to make it easier to track year-on-year org-level progress toward our representation goals.

Tech Accountability Coalition

Snap is funding the incubation of a cross-industry entity, the Tech Accountability Coalition (the Coalition), to measure, track

Who are the people?

"Ever since our Engineering leader started holding monthly meetings to monitor DEI OKR (Objective & Key Result) status, our DEI work really took off. Everyone's got important and urgent work to do, so even with the best intentions, unless a leader puts process in place to consistently offer support, answer questions, and most importantly hold people accountable, DEI initiatives won't get the attention they ultimately deserve."



Antoine 'Bo' Bohanan (he/him)
Head of Inclusive Engineering

and accelerate DEI outcomes in tech. This is a direct result of the Action to Catalyze Tech effort ([ACT Report](#)) that Snap initiated in 2020 and published in 2021. The ACT Report is a collaborative effort to reimagine and transform DEI outcomes in tech, and provides a rigorous framework for action for industry leaders. The Coalition, being incubated by the Aspen Institute, carries forward the vision and work of ACT by collaborating with tech companies

to standardize DEI data collection, amplify and support the implementation of best practices, and help the industry hold itself accountable for progress. The Coalition's mandate is to track, measure, and accelerate DEI at an industry level.

Supplier diversity and strategic sourcing

In last year's Diversity Annual Report, we committed to doubling our spend with diverse suppliers from \$15 million to \$30 million by 2025. We've already achieved this goal, spending over \$30 million in 2022 alone with diverse suppliers. In 2022, we focused on outreach efforts to ensure Snap's databases are up-to-date and to share information about our program with our suppliers.

We conducted a supplier outreach project in the summer of 2022, an initiative to reach out to all of Snap's diverse suppliers and request that they self-report their diversity classifications and upload their certifications directly in our Supplier Portal (Oracle). Looking ahead, the Strategic Sourcing team is collaborating with the Workplace Experience team to begin capturing Tier 2 diverse suppliers, which are subcontractors/suppliers that work under Snap's direct suppliers. The team is also incorporating supplier outreach efforts into their supplier sourcing (Request for Proposals) and contract renewals processes to capture this information and continue to encourage self-reporting in Oracle. Finally, the team will be working on enriching our diversity

reporting to reflect certified versus non-certified suppliers.

Snapchatters' Global Identity Study

In 2022, Snap commissioned a global identity study of Snapchatters in 13 countries. The study, undertaken by research firm Kresnicka Research & Insights, established identity profiles in each market based on demographics and sentiment, and identified which dimensions of identity Snapchatters found most salient and wanted to see represented more frequently on Snapchat. The study revealed that, in a majority of markets, Snapchatters are more diverse than the general populations. For example, around 20% or more of daily Snapchatters identify as LGBTQ+. The study showed that, around the world, Snapchatters are most concerned with mental health, bullying, and equality. When it comes to their sense of self, many Snapchatters experience a disconnect between the way they see themselves and the way society sees them – including their values, skills, and character. The insights from this study have already led Snap to set content representation targets for our 2023 OKRs. We also plan to use these insights to connect our advertising, marketing, and media partners closer to Snapchatters and invite them to help us better serve our diverse community.

Snap's first content audit

Snap partnered with Media Neuroscience Lab (MNL), University of California, Santa Barbara and the Annenberg Inclusion Initiative (AII),

University of Southern California to perform a multi-year, first-of-its-kind representation [audit](#) of English-language content on Snapchat. The project evaluated partnered content (content from traditional and digital media partners) and Snap Originals (shows made exclusively for Snapchat). The team used a combination of computational methods and human assessors to understand how well gender, race/ethnicity, LGBTQ+, and disability were represented in Snapchat content. **The audit identified where our partnered content ecosystem more or less effectively reflected our users, highlighting positives as well as gaps we need to address.** For example, Black and African American representation is on par with the national average, but LGBTQ+ representation has room to grow. It also revealed how effectively Snap Originals allowed us to showcase diverse talent and inclusive stories, representing our community members across all of the facets of their identity.

One of the difficult decisions we made as a business in 2022 was sunsetting our Snap Originals. But we're shifting that focus to our network of trusted partners and creators, working with them to apply the lessons we learned while producing Originals. We're using these insights to create a Content Action Plan that will help us close the gap between who Snapchatters are and the identities and content they see represented on Snapchat.

Increasing inclusion in engineering

In 2022, Snap's Engineering leader, Jerry Hunter (now Snap's COO) introduced DEI OKR Leadership Reviews. During 2022, Snap's Engineering team achieved 75% of their engineering DEI goals. These goals focused on three key areas: product inclusion; attracting and retaining diverse talent; and embracing belonging and career growth of our internal team. Many of the programs we have today are due to a rigorous OKR commitment to planning, listening, and iterating. Success has been driven by greater accountability.

As one business leader [wrote](#) in Inc.com: *"The essence of accountability isn't about punishing mistakes. It's about giving everyone the opportunity to set goals and find success in a transparent way with the support of your entire team. Being held accountable is a gift. Effective business leaders incorporate positive accountability as part of their daily practice. When done right, it fosters a culture where individuals help each other perform better, while building trust and loyalty."*³

Gender Pay Gap

The United Kingdom (UK) Government Equalities Office requires all employers with more than 250 Snap team members in the UK to calculate and report on their Gender Pay Gap (GPG). The GPG is different from the concept of equal pay for equal work; it instead calculates the aggregated difference between what men and women earn, based on their hourly average earnings.

³ ["3 Steps to Foster Positive Accountability in your Business"](#) Inc.com, Oct 2018

This year we have seen improvements in our UK GPG, with the gaps closing compared to last year. This, in part, reflects the positive movements we have seen in increasing the number of women in leadership roles through both hiring and internal promotions. However, we're still not where we want to be and are focusing on four key areas to continue to close this gap: inclusive hiring, internal talent nurturing, building an inclusive culture and enhancing inclusive workplace benefits. Our [2022 UK GPG report](#) sets out more detail of our pay gaps, as well as our activities against these four priority areas.

Conclusion

When times are tough it's more important than ever to bring a DEI lens to all our work, not just ad hoc DEI programs. Yet mainstreaming DEI takes time and effort, and more than that, a different mindset. We know it's a long game, and of course we are impatient for greater success.

As we said in our last Diversity Annual Report, "Rome wasn't built in a day, but we also can't wait years to deliver results." Where our progress has been slow — for example, in increasing representation of racial and ethnic underrepresented groups — we must bring new strategies and energy to the challenge. And where we are making steady progress — for example bringing more women into our tech orgs and tech leadership — we must accelerate, experiment, and push new boundaries. 2022 called us to reimagine our business in a different world. While this was challenging, it also increased our focus on the key lesson of 2022: ensuring DEI is not a stand-alone effort. Rather it is collective work that calls on all of us to see the world differently.

Section II

Snap's Data

Self-ID Survey: A More Inclusive Dataset

In 2022, we conducted Snap's DEI Self-ID survey across 93% of our workforce, covering Australia, Canada, France, Germany, Netherlands, the United Arab Emirates, the United Kingdom, and the US. The purpose of the survey is to enable team members to self-identify with a more inclusive data set beyond race/ethnicity and gender. The DEI Self-ID Survey is voluntary, and 82% of all surveyed team members responded. These results are representative of those who completed the survey.

	Snap Overall	Australia	Canada	Europe*	UAE	UK	US
Are members of LGBTQ+ community	8.0%	2.3%	15.7%	4.4%		7.6%	8.2%
Are transgender	0.3%	0.0%	0.0%	0.0%		0.4%	0.3%
Are currently serving or previously served in a military organization	1.9%	0.0%	0.0%			3.0%	1.9%
Are first generation college graduates	27.1%	41.0%	30.3%	35.8%	32.8%	35.9%	24.9%
Are neurodiverse or living with a mental illness and/or disability*	4.4%	2.2%	10.1%	8.1%	5.1%	4.8%	4.0%
Are living with a physical disability	2.4%	2.2%	3.4%	3.5%	0.0%	3.2%	2.2%
Are parents	27.3%	42.2%	27.0%	33.0%	42.4%	28.3%	26.2%
Provide regular care for someone other than a child	6.8%	4.4%	6.7%	17.0%	33.9%	3.8%	6.2%
Speak a first language other than English	41.4%	28.9%	28.1%	90.3%	74.6%	40.9%	38.1%

*Team members who identified as living with both a physical disability and neurodiversity/mental illness and/or mental disability are counted in both categories.

* 'Europe' is a combination of Self-ID responses from our team members in France, Germany and the Netherlands. Responses from our UK team members, are not included in the 'Europe' category, but instead reported out separately as they were in our 2022 DAR.

Topline Data

Representation of women in Tech has increased each year since 2020

- Is now 21.2% (2021: +3.1pp to 19.6%, 2022: +1.6pp to 21.2%).
- Progress included both Director+ level, and People Manager level where we had the largest yearly increase in representation of women People Managers in Tech (2021: +2.0pp to 13.3%, 2022: +2.9pp to 16.2%).
- We also saw a decrease in the attrition index of women. There is now little difference in the attrition index of men (0.99) and women (1.01) (where 1 equals the average attrition rate at Snap).
- The attrition index of women in Tech (0.83) is lower than men in Tech (0.93) and lower than women in Non-Tech (1.11) (where 1 equals the average attrition rate at Snap).

We lost ground on the representation of underrepresented racial and ethnic groups in our U.S. workforce (-1.2pp)

- Underrepresented racial groups increased within our leadership (+1.5pp to 13.8%).
- Black representation decreased for both women (-0.4pp) and men (-0.5pp) in the U.S., and Black women at People Manager level (-0.5pp).
- We experienced increased attrition rates among Black team members. These representation changes are largely focused in Non-Tech roles, where representation of Black women has decreased 0.7pp to 4.1%, and Black men decreased 0.9pp, to 3.3%.
- There has been little change in Hispanic/Latinx representation (+0.1pp to 7.3%), seen in both Hispanic/Latinx women (+0.2pp to 3.0%) and Hispanic/Latinx men (-0.1pp to 4.3%).
- In Tech, we have seen an increase in the representation of URG People Managers (+1.3pp to 11.3%), notably Black, Hispanic/Latinx and Middle Eastern/North African/Arab People Managers.

Representation in hiring for women and underrepresented racial and ethnic groups fell

- In 2022, women accounted for 37.6% of global hires (-1.3pp), and underrepresented racial groups accounted for 22.2% of U.S. hires (-2.3pp).
- The decrease in women hires was generally seen across all racial and ethnic groups, with the exception of Asian women who accounted for 16.5% of U.S. hires (+0.7pp).
- In Tech, women accounted for 22.6% of Tech hires globally (-1.3pp). Hires of women at Director+ level fell 7.6pp in 2022.

Snap's DEI goals by 2025

- Increase underrepresented U.S. racial and ethnic groups to 20%
- Increase women in Tech roles to 25%
- Increase women and U.S. racial and ethnic groups in Leadership by 30%

Women in Tech representation

Current representation: **21.2%**

Growth required to achieve 2025 goal: **3.8pp**



URG in U.S. workforce representation

Current representation: **16.2%**

Growth required to achieve 2025 goal: **3.8pp**

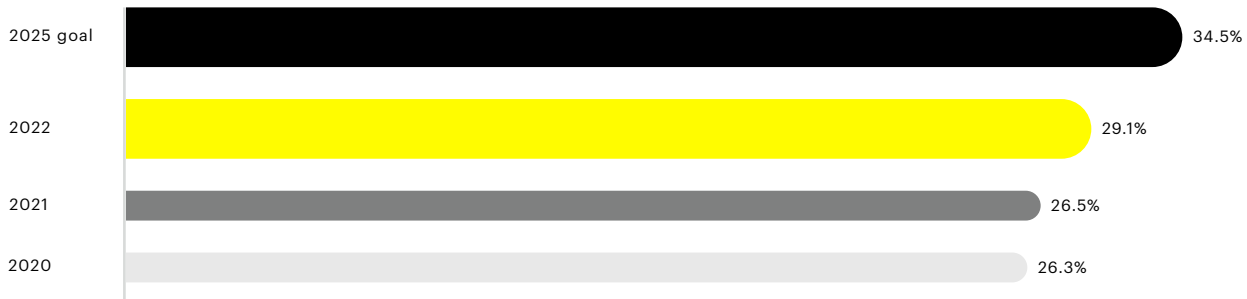


Because we use a combination of two data sources, the data that we report on in the DAR does not directly align with our Regulatory data set. For example, Snap's DEI Self ID Survey allows team members to identify as non-binary, Middle Eastern or Indigenous, whereas the Regulatory Data does not. We utilize this methodology to gain a more holistic understanding of the identities represented at Snap. Specifically this data informs our strategy to drive inclusion and promote equitable workplace outcomes. When setting and tracking representation goals, however, Snap uses the Regulatory data set. This data set is congruent with how the US regulatory agencies report on the current labor market. It allows us to more easily see where we compare to the labor market, as it relates to the overall population.

Women in Leadership representation

Current representation: **29.1%**

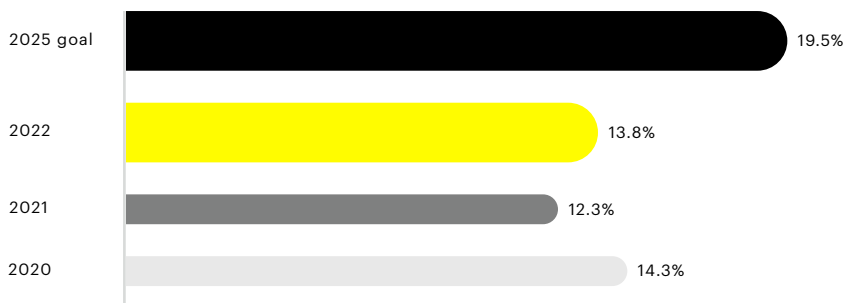
Growth required to achieve 2025 goal: **5.4pp**



URG in U.S. Leadership representation

Current representation: **13.8%**

Growth required to achieve 2025 goal: **5.7pp**



Asian in U.S. Leadership representation

Current representation: **23.2%**

Goal achieved

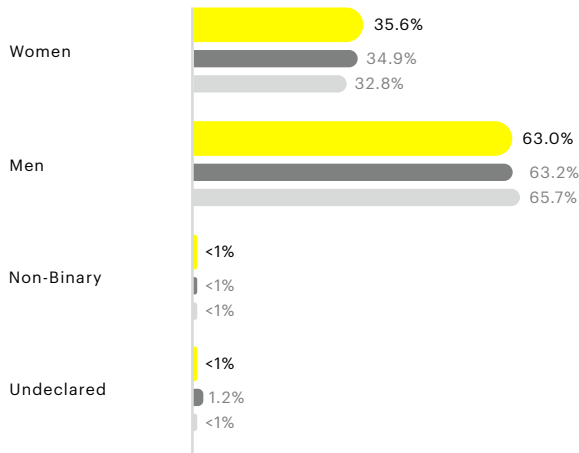


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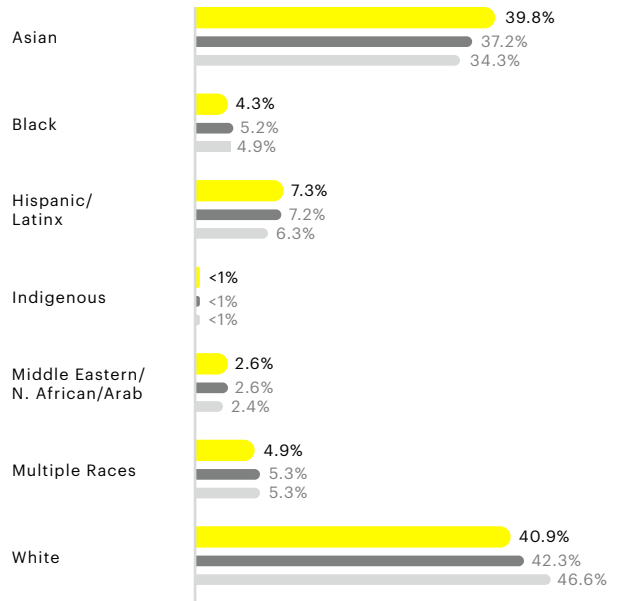
Snap's Workforce Data

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	12.8%	1.9%	3.0%	<1.0%	<1.0%	2.0%	15.4%
	2021	11.6%	2.3%	2.7%	<1.0%	<1.0%	2.2%	15.8%
	2020	9.7%	2.0%	2.3%	<1.0%	<1.0%	2.2%	16.9%
Men	2022	26.8%	2.3%	4.3%	<1.0%	1.7%	2.7%	25.3%
	2021	25.4%	2.8%	4.4%	<1.0%	1.7%	2.9%	26.1%
	2020	24.4%	2.8%	4.1%	<1.0%	1.6%	3.1%	29.2%
Non-Binary	2022	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%
	2021	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%
	2020	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%	<1.0%

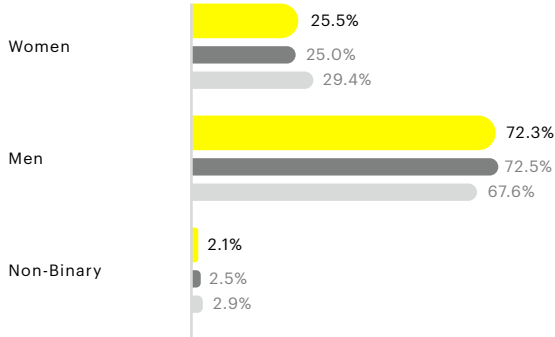
For all intersectional tables in the data section, where a number is not listed there is no representation for that intersectional group. All percentages have been rounded to the nearest tenth. As a result, in some cases, the percentages for total gender and/or total race/ethnicity may not add up to exactly 100%.

Intersectional Leadership Representation

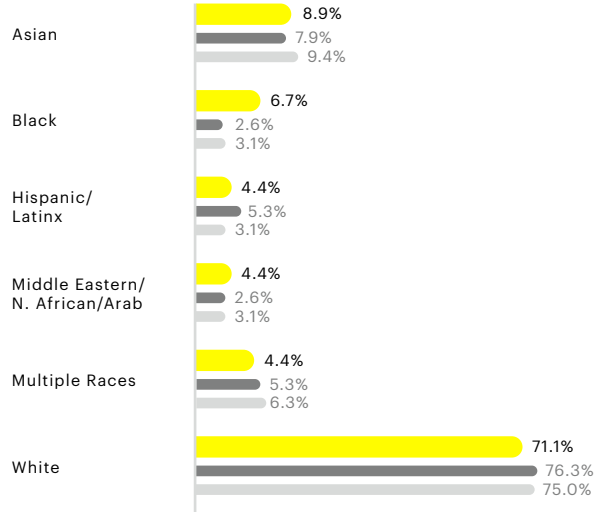
Vice President+

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

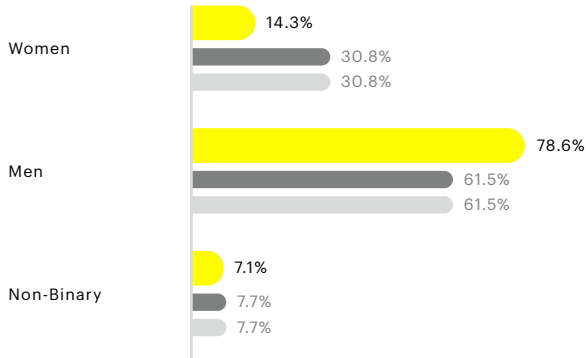
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	2.2%		2.2%	2.2%	2.2%	15.6%
	2021	5.3%		2.6%		2.6%	13.2%
	2020	6.3%				3.1%	18.8%
Men	2022	6.7%	6.7%	2.2%	2.2%	2.2%	53.3%
	2021	2.6%	2.6%	2.6%	2.6%	2.6%	60.5%
	2020	3.1%	3.1%	3.1%	3.1%	3.1%	53.1%
Non-Binary	2022						2.2%
	2021						2.6%
	2020						3.1%

Leadership Representation

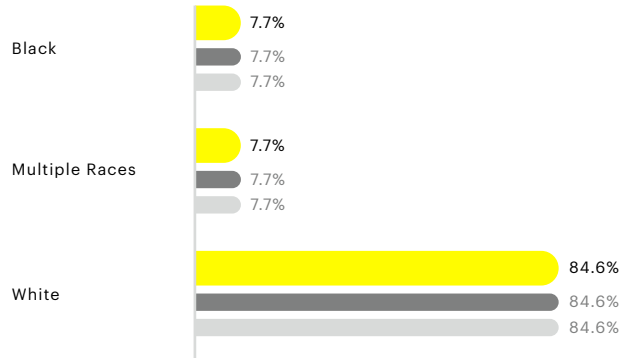
Executive

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)

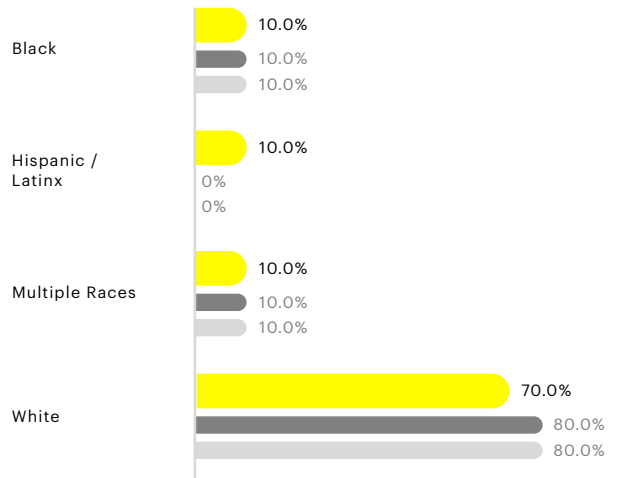


Board

Gender (Global)



Race/Ethnicity (US)

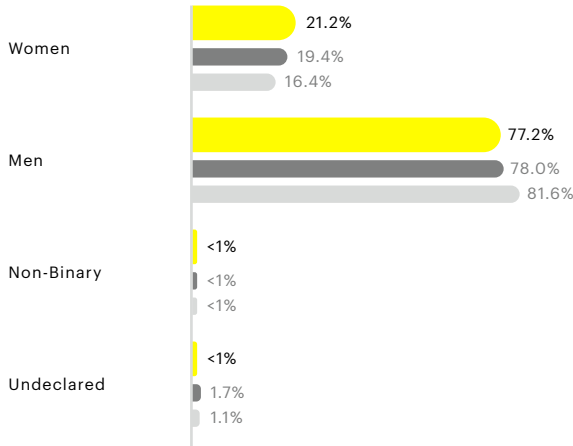


Intersectional Representation | Company-wide

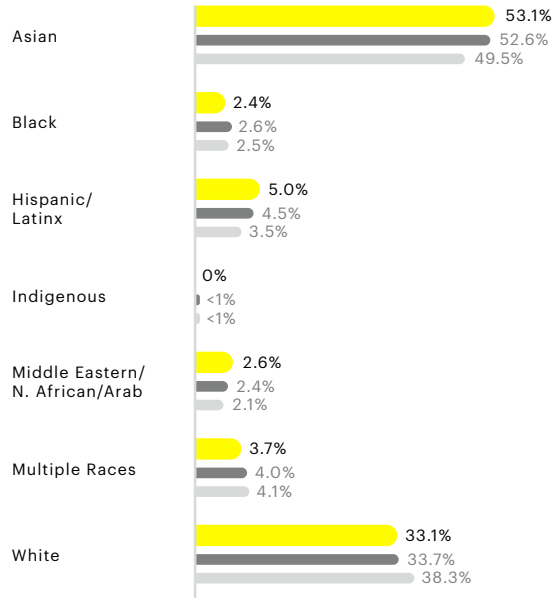
Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

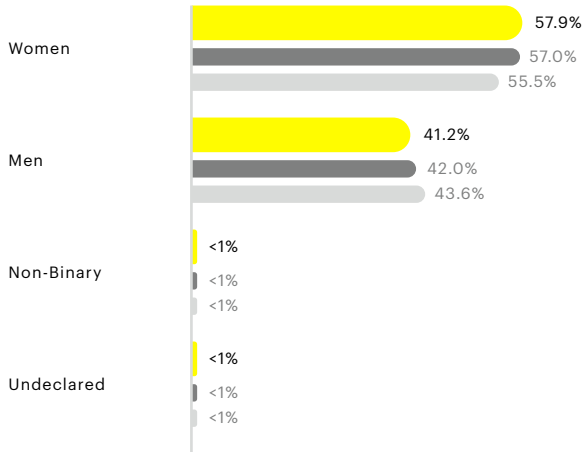
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	14.3%	<1.0%	1.1%		<1.0%	<1.0%	5.0%
	2021	13.0%	<1.0%	<1.0%		<1.0%	<1.0%	4.2%
	2020	10.4%	<1.0%	<1.0%		<1.0%	<1.0%	4.1%
Men	2022	38.5%	1.8%	3.9%		2.1%	2.8%	27.8%
	2021	39.3%	2.0%	3.5%	<1.0%	2.0%	3.1%	29.0%
	2020	38.7%	1.9%	2.8%	<1.0%	2.0%	3.3%	33.6%
Non-Binary	2022	<1.0%	<1.0%	<1.0%		<1.0%	<1.0%	<1.0%
	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%					<1.0%	<1.0%

Intersectional Representation | Company-wide

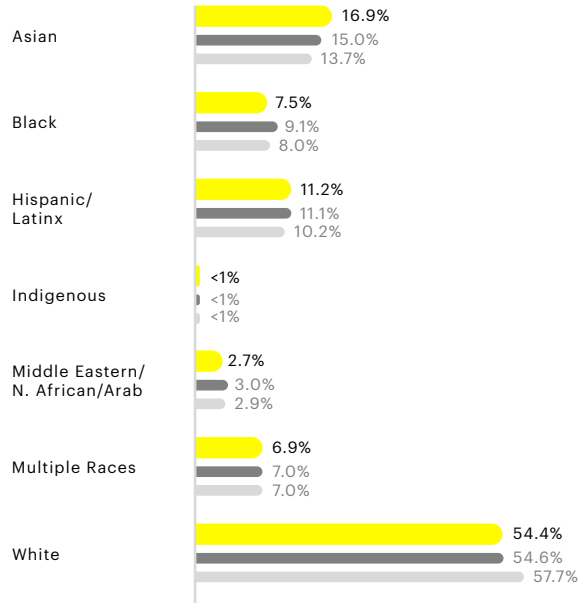
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

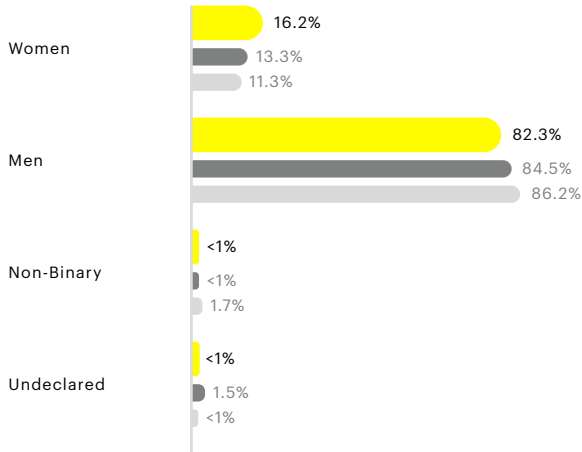
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	10.2%	4.1%	6.2%	<1.0%	1.6%	4.2%	33.2%
	2021	9.6%	4.9%	5.4%	<1.0%	1.8%	4.2%	32.5%
	2020	8.7%	3.8%	4.5%	<1.0%	1.7%	4.2%	34.1%
Men	2022	6.6%	3.3%	4.9%	<1.0%	1.1%	2.5%	20.9%
	2021	5.3%	4.1%	5.7%	<1.0%	1.1%	2.7%	21.8%
	2020	5.0%	4.1%	5.7%	<1.0%	1.2%	2.7%	23.3%
Non-Binary	2022	<1.0%	<1.0%				<1.0%	<1.0%
	2021	<1.0%	<1.0%			<1.0%	<1.0%	<1.0%
	2020	<1.0%	<1.0%			<1.0%	<1.0%	<1.0%

Intersectional Representation | People Manager

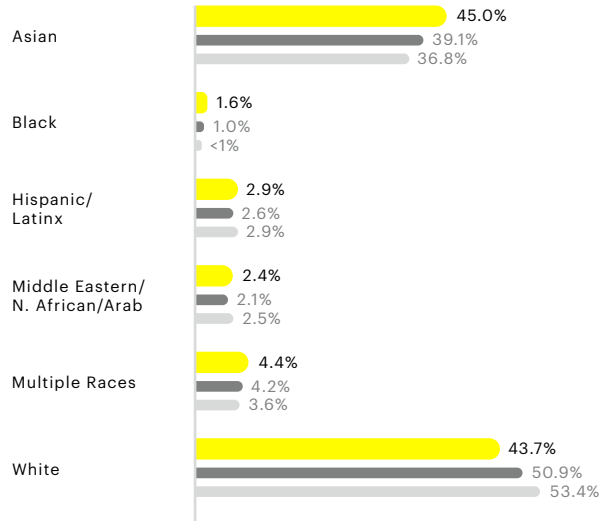
Tech

Key ■ 2022 ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

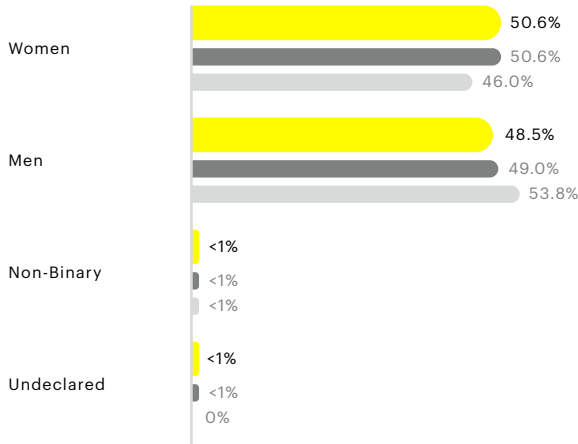
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	8.0%	<1.0%	<1.0%	<1.0%	1.1%	6.2%
	2021	5.5%	<1.0%		<1.0%	<1.0%	6.3%
	2020	4.7%			<1.0%		5.8%
Men	2022	36.8%	<1.0%	2.4%	2.2%	3.3%	37.3%
	2021	33.3%	<1.0%	2.6%	1.8%	3.7%	44.4%
	2020	31.4%	<1.0%	2.9%	2.2%	3.6%	46.9%
Non-Binary	2022	<1.0%	<1.0%				<1.0%
	2021	<1.0%					<1.0%
	2020	<1.0%					<1.0%

Intersectional Representation | People Manager

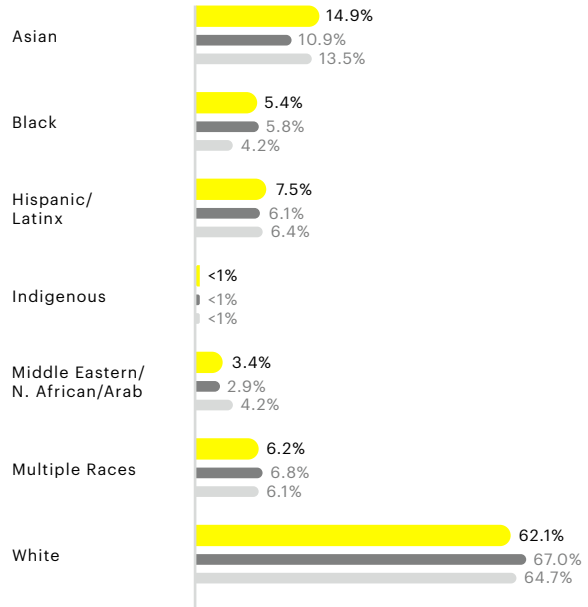
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

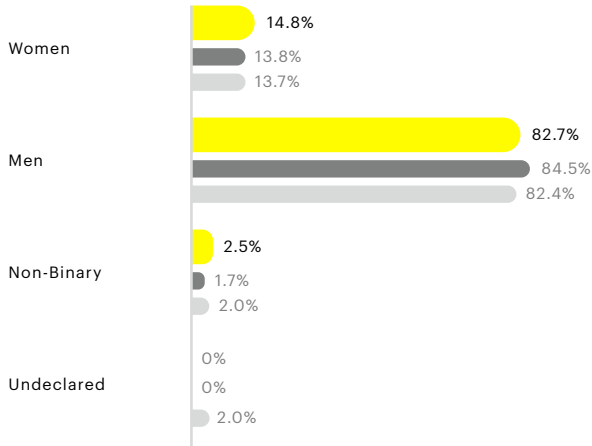
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	7.7%	2.3%	4.4%		1.8%	3.1%	34.5%
	2021	6.1%	3.2%	2.9%		1.9%	3.9%	35.9%
	2020	7.1%	1.3%	2.6%	<1.0%	2.2%	3.2%	31.7%
Men	2022	7.2%	3.1%	3.1%	<1.0%	1.5%	2.6%	27.3%
	2021	4.9%	2.7%	3.2%	<1.0%	<1.0%	2.7%	31.1%
	2020	6.4%	2.9%	3.8%	<1.0%	1.9%	2.6%	33.0%
Non-Binary	2022						<1.0%	<1.0%
	2021						<1.0%	
	2020						<1.0%	

Intersectional Leadership Representation | Director+

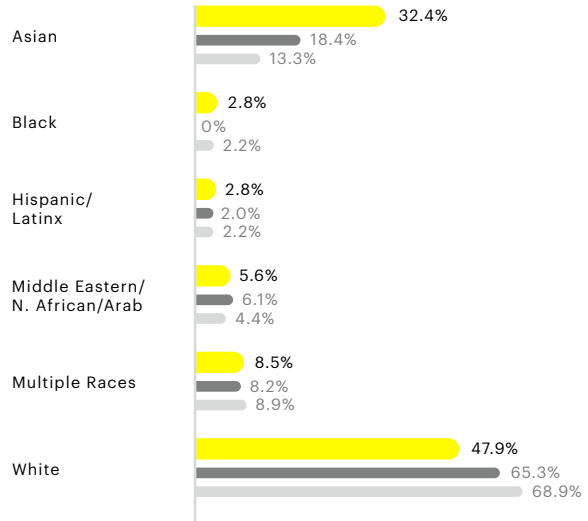
Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

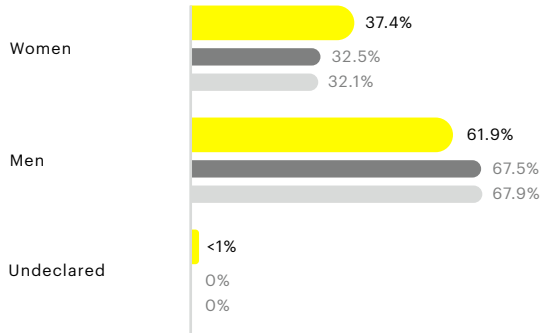
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2022	1.4%			1.4%	1.4%	12.7%
	2021				2.0%		14.3%
	2020		2.2%		2.2%		11.1%
Men	2022	31.0%	1.4%	2.8%	4.2%	7.0%	33.8%
	2021	18.4%		2.0%	4.1%	8.2%	49.0%
	2020	13.3%		2.2%	2.2%	8.9%	55.6%
Non-Binary	2022		1.4%				1.4%
	2021						2.0%
	2020						2.2%

Intersectional Leadership Representation | Director+

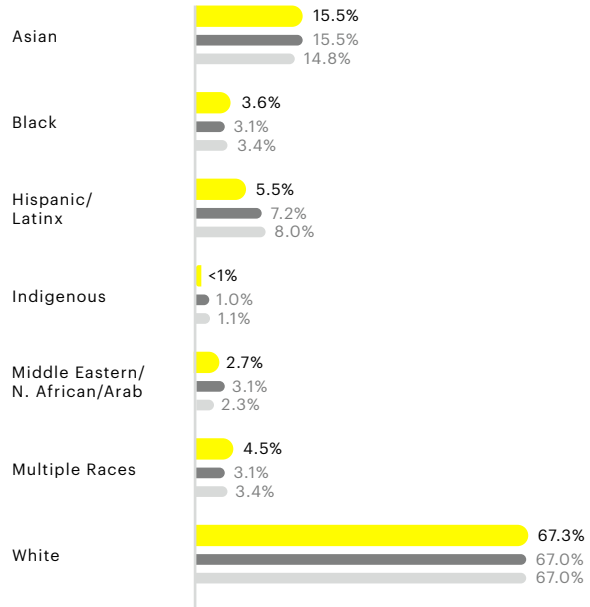
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

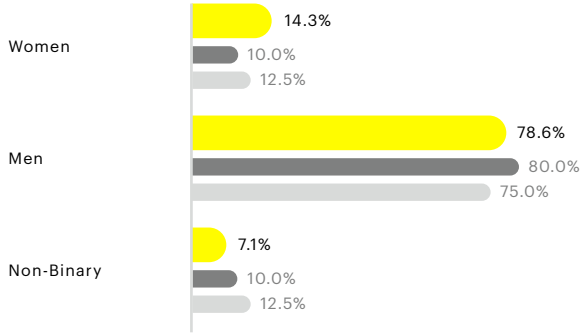
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	5.5%	<1.0%	2.7%		1.8%	2.7%	27.3%
	2021	5.2%	1.0%	2.1%		2.1%	2.1%	23.7%
	2020	5.7%		1.1%		2.3%	2.3%	25.0%
Men	2022	10.0%	2.7%	2.7%	<1.0%	<1.0%	1.8%	40.0%
	2021	10.3%	2.1%	5.2%	1.0%	1.0%	1.0%	43.3%
	2020	9.1%	3.4%	6.8%	1.1%		1.1%	42.0%

Intersectional Leadership Representation | Vice President+

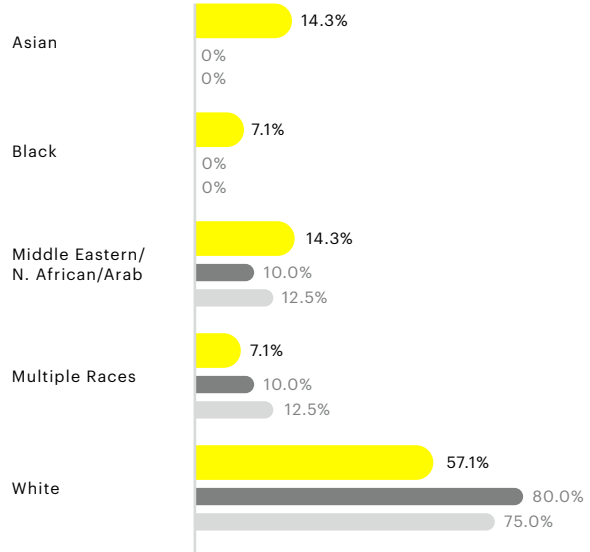
Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

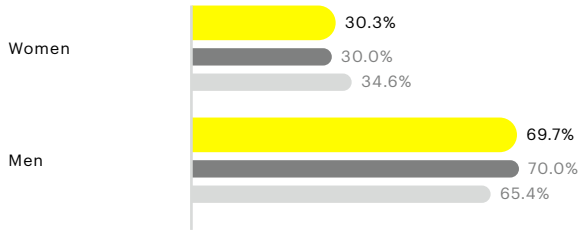
		Asian	Black	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022			7.1%		7.1%
	2021					10.0%
	2020					12.5%
Men	2022	14.3%	7.1%	7.1%	7.1%	42.9%
	2021			10.0%	10.0%	60.0%
	2020			12.5%	12.5%	50.0%
Non-Binary	2022					7.1%
	2021					10.0%
	2020					12.5%

Intersectional Leadership Representation | Vice President+

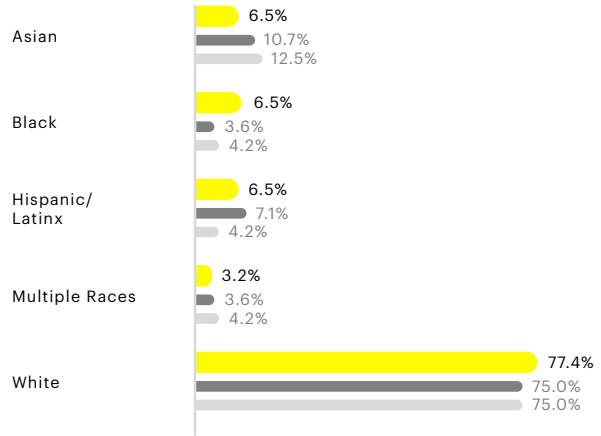
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

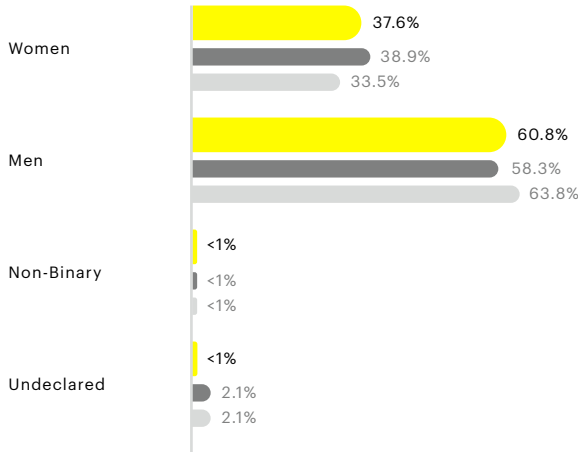
		Asian	Black	Hispanic/Latinx	Multiple Races	White
Women	2022	3.2%		3.2%	3.2%	19.4%
	2021	7.1%		3.6%	3.6%	14.3%
	2020	8.3%			4.2%	20.8%
Men	2022	3.2%	6.5%	3.2%		58.1%
	2021	3.6%	3.6%	3.6%		60.7%
	2020	4.2%	4.2%	4.2%		54.2%

Intersectional Hiring

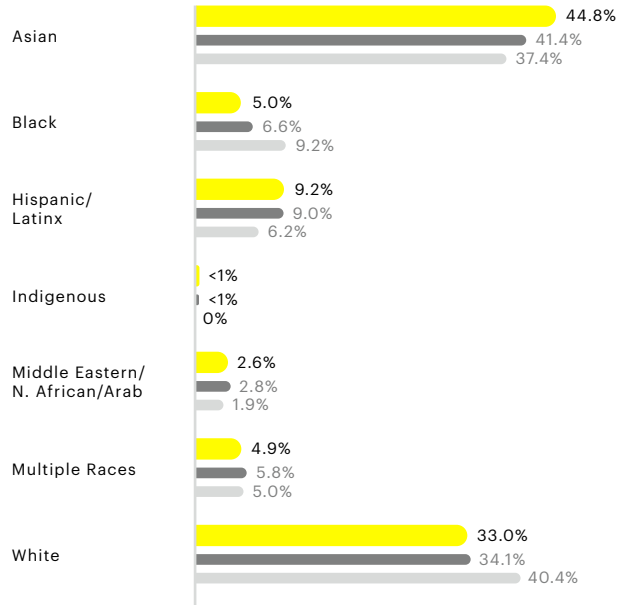
Company-wide

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	16.5%	2.8%	3.6%	<1.0%	<1.0%	1.7%	13.3%
	2021	15.8%	3.2%	3.7%	<1.0%	1.3%	2.5%	14.3%
	2020	12.1%	4.8%	2.6%		<1.0%	2.3%	14.1%
Men	2022	28.1%	2.3%	5.5%	<1.0%	1.7%	3.0%	19.5%
	2021	25.4%	3.2%	5.2%	<1.0%	1.5%	3.2%	19.4%
	2020	25.2%	4.3%	3.6%		1.6%	2.5%	25.8%
Non-Binary	2022	<1.0%		<1.0%		<1.0%	<1.0%	<1.0%
	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%					<1.0%	<1.0%

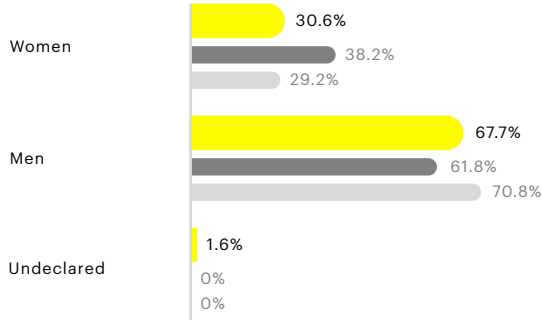
Hiring data represents hires by group as a percentage of total hires.

Intersectional Hiring

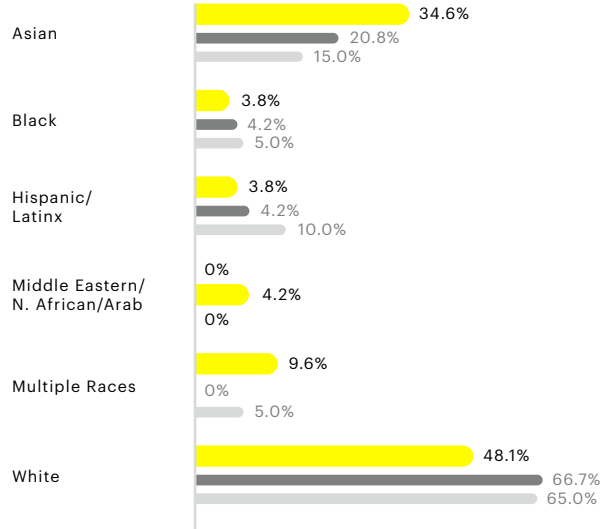
Leadership | Director+

Key ■ 2022 ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2022	7.7%				3.8%	23.1%
	2021	4.2%	4.2%	4.2%			29.2%
	2020	5.0%					30.0%
Men	2022	26.9%	3.8%	3.8%		5.8%	25.0%
	2021	16.7%			4.2%		37.5%
	2020	10.0%	5.0%	10.0%		5.0%	35.0%

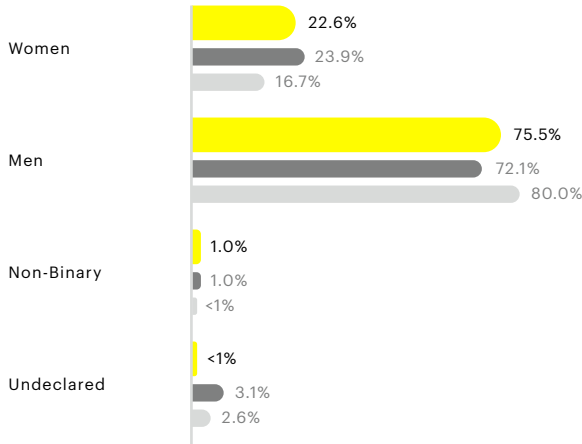
Hiring data represents hires by group as a percentage of total hires.

Intersectional Hiring

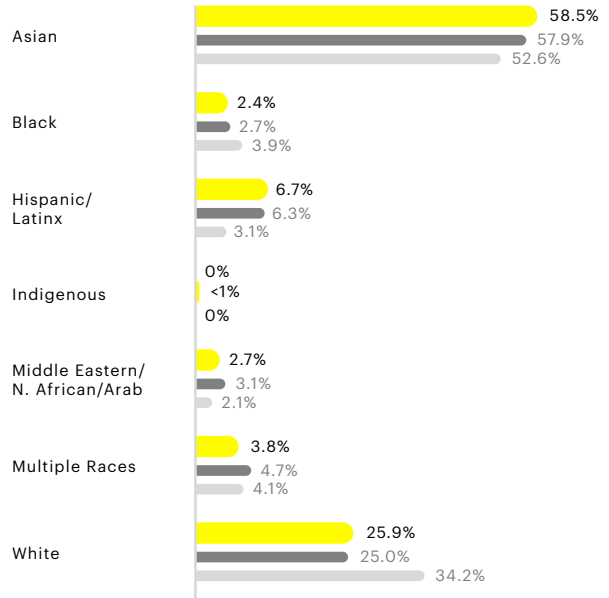
Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	18.0%	<1.0%	1.4%		<1.0%	<1.0%	4.0%
	2021	18.2%	<1.0%	1.4%		<1.0%	1.1%	4.4%
	2020	12.4%	1.6%	<1.0%			1.0%	3.9%
Men	2022	40.1%	2.0%	5.1%		2.0%	3.3%	21.9%
	2021	39.4%	2.0%	4.8%	<1.0%	2.1%	3.4%	20.2%
	2020	39.9%	2.3%	2.3%		2.1%	3.1%	29.8%
Non-Binary	2022	<1.0%		<1.0%		<1.0%	<1.0%	
	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%						<1.0%

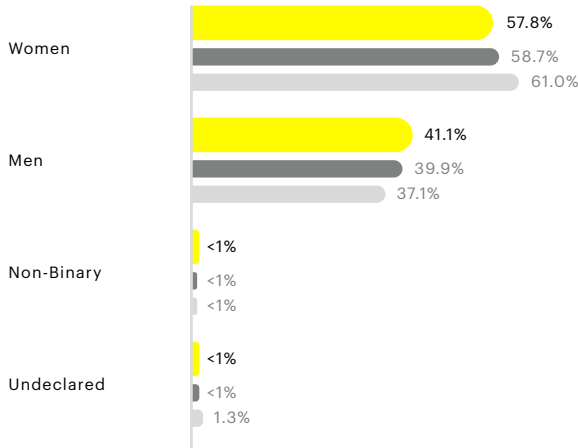
Hiring data represents hires by group as a percentage of total hires.

Intersectional Hiring

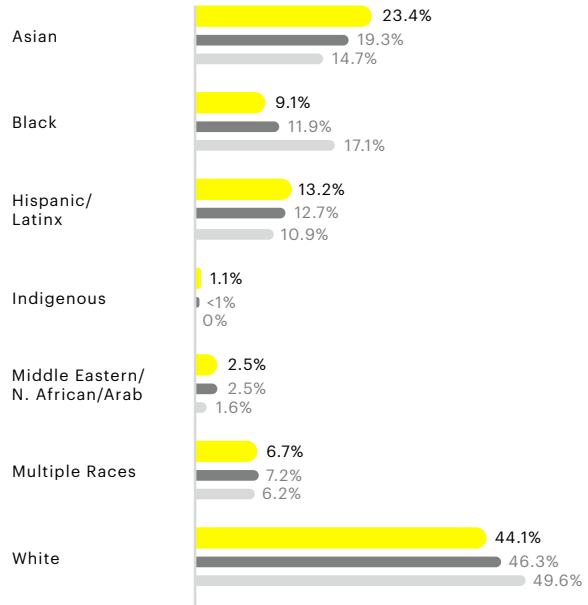
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2022	14.0%	6.5%	7.2%	<1.0%	1.1%	3.8%	27.8%
	2021	12.5%	6.6%	6.9%	<1.0%	1.6%	4.3%	27.5%
	2020	11.6%	9.7%	5.4%		<1.0%	4.3%	29.5%
Men	2022	9.4%	2.7%	6.0%	<1.0%	1.3%	2.7%	15.8%
	2021	6.8%	4.9%	5.8%		<1.0%	2.8%	18.3%
	2020	3.1%	7.4%	5.4%		<1.0%	1.6%	19.8%
Non-Binary	2022						<1.0%	<1.0%
	2021		<1.0%				<1.0%	<1.0%
	2020						<1.0%	<1.0%

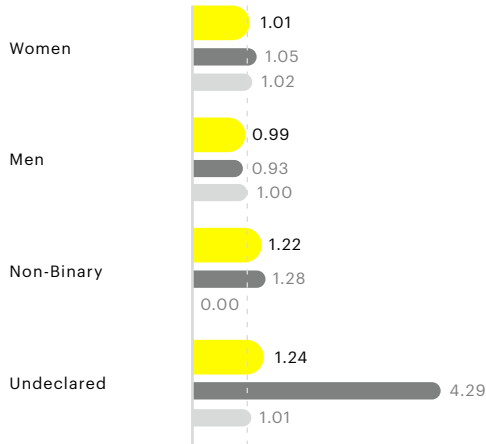
Hiring data represents hires by group as a percentage of total hires.

Average Attrition Index

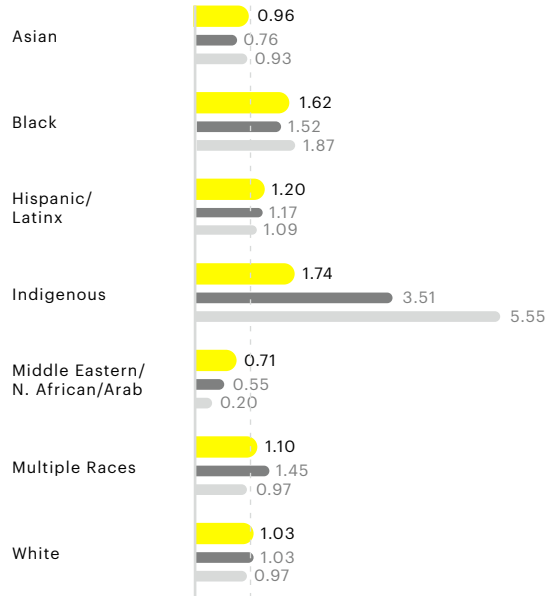
Company-wide

Key 2022 2021 2020

Gender (Global)

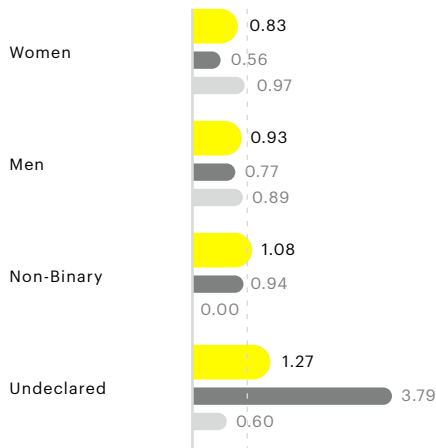


Race/Ethnicity (US)

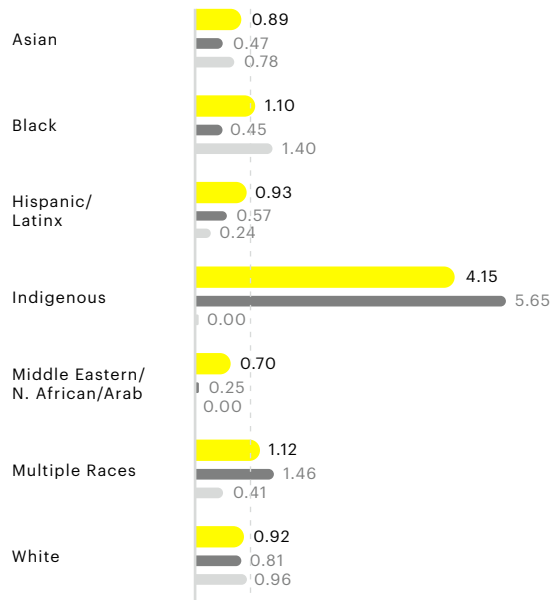


Tech

Gender (Global)



Race/Ethnicity (US)



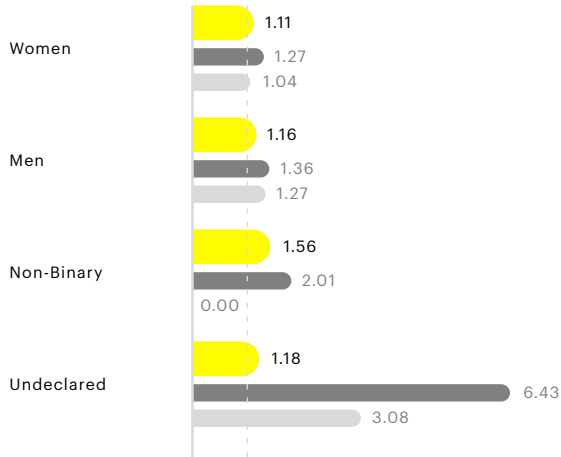
Snap's company-wide (Tech and Non-Tech) average attrition rate represents 1.00 on the index above (displayed as the dotted reference line). Groups where attrition is above 1.00 have a higher attrition rate than the average.

Average Attrition Index

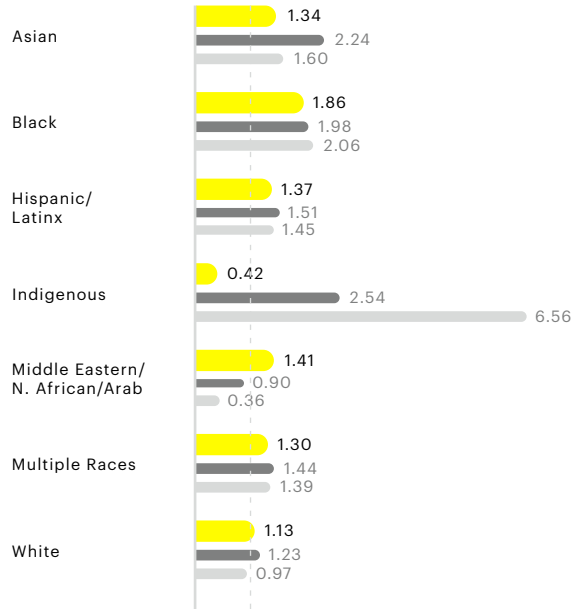
Non-Tech

Key 2022 2021 2020

Gender (Global)



Race/Ethnicity (US)

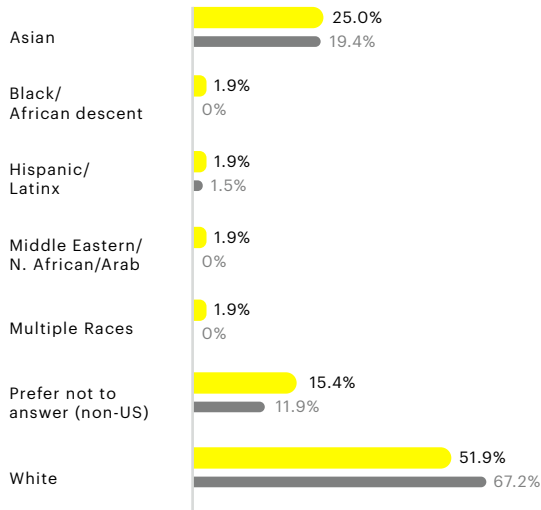


Snap's company-wide (Tech and Non-Tech) average attrition rate represents 1.00 on the index above (displayed as the dotted reference line). Groups where attrition is above 1.00 have a higher attrition rate than the average.

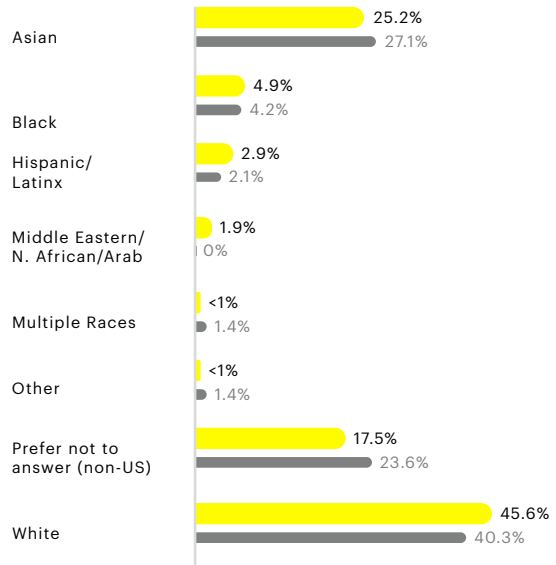
Workforce Representation | Self-ID

Key 2022 2021 2020

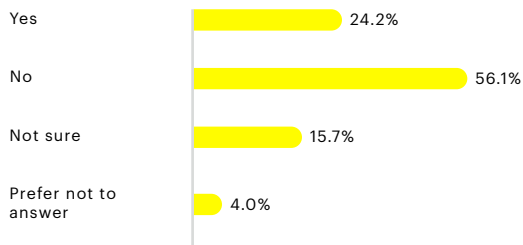
Race/Ethnicity (Australia)



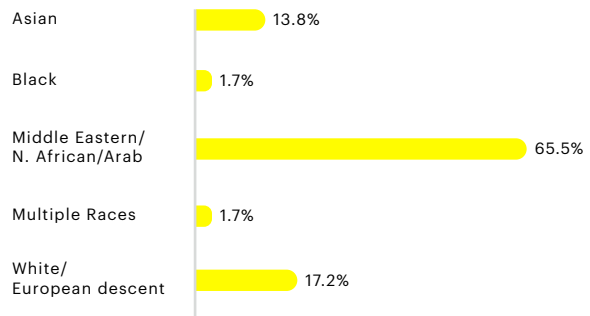
Race/Ethnicity (Canada)



Minority Ethnic Group (Europe*)



Race/Ethnicity (UAE)



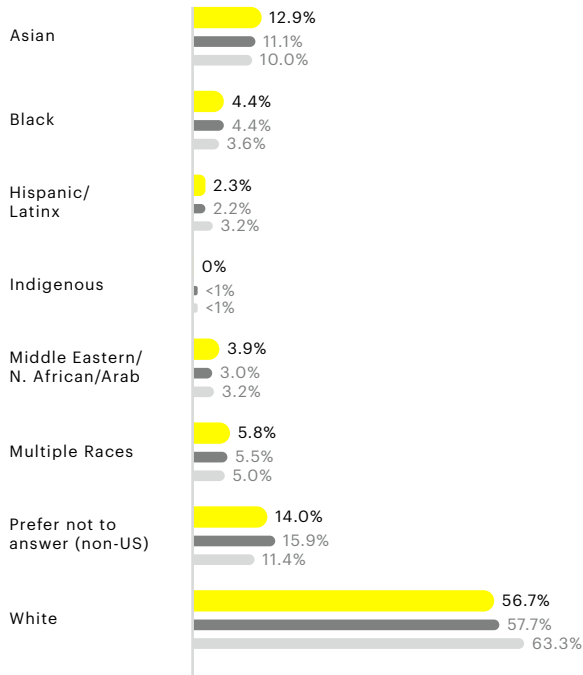
* 'Europe' is a combination of Self-ID responses from our team members in France, Germany and the Netherlands. Responses from our UK team members, are not included in the 'Europe' category, but instead reported out separately as they were in our 2022 DAR.

For all intersectional tables in the data section, where a number is not listed there is no representation for that intersectional group (such as Indigenous representation in Australia and Canada). All percentages have been rounded to the nearest tenth. As a result, in some cases, the percentages for total gender and/or total race/ethnicity may not add up to exactly 100%.

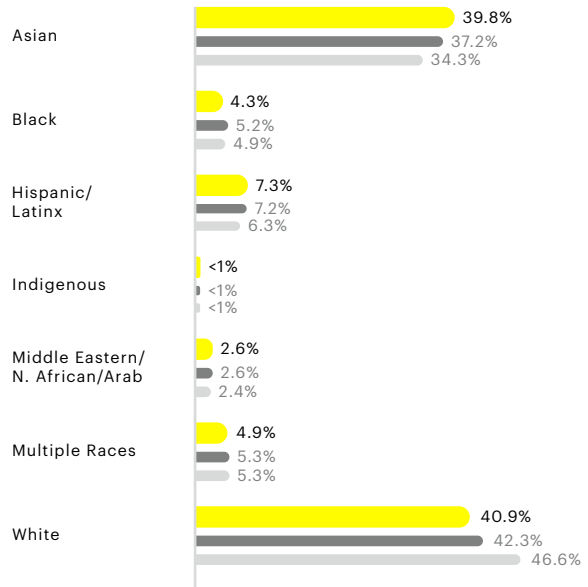
Workforce Representation | Self-ID

Key 2022 2021 2020

Race/Ethnicity (UK)



Race/Ethnicity (US)



* 'Europe' is a combination of Self-ID responses from our team members in France, Germany and the Netherlands. Responses from our UK team members, are not included in the 'Europe' category, but instead reported out separately as they were in our 2022 DAR.

For all intersectional tables in the data section, where a number is not listed there is no representation for that intersectional group (such as Indigenous representation in Australia and Canada). All percentages have been rounded to the nearest tenth. As a result, in some cases, the percentages for total gender and/or total race/ethnicity may not add up to exactly 100%.

