

Snap Inc. Diversity Annual Report 2022



Last year we shared our ambition to change hearts and minds to deliver Diversity, Equity, and Inclusion (DEI). This year we aspire to fully operationalize our DEI ambition.

It's easy to dream big, but much harder to bring big dreams to life. After the emotional outpouring following George Floyd's murder, when the world was forced to witness racism and inequity, we now have a difficult question to answer: How do we inspire teams to tackle deep societal problems over the long haul when even hard work doesn't bring immediate results? The answer is multifaceted, but we believe it can be found in part through culture, accountability, and sparking intrinsic motivation.

We know DEI is a marathon without a finish line. To drive systemic change we need tools, inspiration, expertise, and incentives to stay in the race.

So, how are we doing? When it comes to our workforce representation goals, we're still falling short. This report is not an attempt to put a glossy sheen on our numbers. It is an honest acknowledgement of where we are, where we're trying to go, and how we plan to get there. We also know that the issues we are addressing aren't unique to Snap, but rather have become endemic to the tech industry. With that recognition, in January 2020, we began convening a coalition of leading DEI experts from academia and business to create a new blueprint for tech companies to take bold, collective action. In 2021, this coalition released the [Action to Catalyze Tech \(ACT\) Report](http://actreport.com/pdf)¹. Over 30 CEOs and executives from leading tech companies signed on.

Our long-term DEI strategy — built around empathy, systems design, and accountability — draws on many elements of the ACT Report. We know Rome wasn't built in a day, but we also can't wait years to deliver results. That's why we marry urgency and ambition with realism about where we are. We also know it is likely to get harder before it gets easier. Although our results don't always reflect our enormous efforts, we're not giving up — instead, we're doubling down to make Snap more inclusive and accountable. In addition to our efforts at Snap, we want to contribute positively to the technology industry as a whole.



A stylized, handwritten signature of Evan Spiegel in black ink.

Evan Spiegel
Co-founder and CEO



A stylized, handwritten signature of Oona King in black ink.

Oona King
VP, Diversity, Equity and Inclusion

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Introduction

Executive Summary

Executive Summary

Over the past two years, we have embarked on a long-term DEI strategy to inspire empathy, redesign systems, and drive accountability through our people, products, partners, and our wider tech ecosystem.

We've learned that, even with ambitious goals, making meaningful progress in our workforce representation data takes time. That said, we have been able to drive change more quickly in our company by treating DEI as a business imperative across all of our operations – from how we build our products, to who we partner with, to how we spend our money.

While we have made strides in redesigning our systems, we still have more work to do to give our team members the tools and resources they need to truly take ownership of DEI.

Efforts to drive change reveal three key learnings:

- **DEI is a marathon, not a sprint.** Yet there is no finish line because DEI is a means, not an end. We must invest for the long-haul, by introducing behavior changes that last a lifetime, and spread responsibility for delivering DEI across the entire leadership team and company. Our ambition is to create an “ownership” culture for DEI where team members are inspired, incentivized, and rewarded for building an inclusive culture, workforce, and product.
- **Data is key.** You can't improve what you don't measure. We will continue to refine our internal demographic data collection, share those data insights with key stakeholders, and create tailored, strategic plans that take account of different team cultures within Snap. One size does not fit all, and DEI strategies for individual teams require nuanced data and strategy.

- **Impact requires prioritizing systems change throughout the business.**

When it comes to DEI, we too often react to events instead of driving deep systemic change. To shift that dynamic requires greater intentionality and capacity from DEI teams, as well as business teams themselves. Investing in a DEI team cannot alone drive systemic change. By the same token, failure to invest protects the status quo. Since publishing our first Diversity Annual Report in 2020 we have more than doubled the size of Snap's IDEA Team (Inclusion, Diversity, Equity & Awareness), and we now have a dedicated partner from nearly every business vertical with a responsibility for taking forward systemic change.

In 2022, we will deepen our investments in each pillar of our DEI strategy. Our goal is to further operationalize DEI across Snap, and combine enhanced DEI governance with scaled learning to increase DEI expertise in all teams.

Section 1 of this report lays out the key initiatives we are focused on to further inspire empathy, redesign systems, and drive accountability.

We will continue to inspire empathy through storytelling, using Augmented Reality (AR) as a powerful tool to bring underrepresented voices to life. AR combines the power of computing with what we see and experience in the real world, allowing us to bring new perspectives or previously untold stories to life in highly immersive ways. For example, following fierce debates during the summer of 2020 about statues that erased Black British history in the UK, we wanted to use AR as a tool for inclusion – especially when our research found that British people admitted not knowing enough about Black history. That's why we partnered with the Black Cultural Archives (BCA) and others to create a local Lens that aims to educate Snapchatters about untold Black History through an AR experience at London's Trafalgar Square.

We will further redesign our product and content development systems to maximize inclusion and work with partners who share our commitment. Our goal is to be the industry leader in inclusive and equitable on-and off-camera representation in Original Programming. For example, our Snap Originals division is making a public commitment to do business with production partners who are committed to reaching the following goal by 2025: 50% of all Snap Originals leads, hosts, showrunners, above the line talent, below the line crew, and production company owners or leaders are women and/or people from historically underrepresented backgrounds² ([Equity Partnership Pledge](#)³). We know that we can't make meaningful change on or behind the camera on our own, so we'll strive to work with partners that share our values and commitment to DEI. We're excited that more than 10 of Snap Originals production partners have also publicly committed to the Equity Partnership Pledge, including Unanimous Media, Bunim Murray Productions, Eagle Vision, and Maven. To that end, we were honored to receive NAACP Image Award nominations for two Originals' series: Life by the Horns and Two Sides: Unfaithful. Ultimately, we hope to set a high bar that the broader entertainment industry will be inspired to meet.

We will create a more accountable "ownership" culture of DEI across our entire team, with better resources and tools to empower individuals to do their part. We know we can't just proclaim "DEI is everyone's job" without providing the right tools and meeting team members where they are. That's why we are significantly scaling our DEI learning and development programming, while making it more specialized so teams can understand and address the specific issues they face. For example, we are expanding a cohort-based training approach for groups such as hiring managers, DEI business leads, people managers, and leaders. Additionally this year we have put a more rigorous accountability framework in place to track and measure DEI Objectives & Key Results, using a similar methodology to set goals across all our business. We know that we cannot improve what we don't measure. We continue to scale our learning and competency about what we learn from this data to improve our workforce representation.

We will accelerate collaborative DEI work. Just as we want more accountable DEI ownership in our company, we want the same in our industry. We know from experience how hard it can be to get DEI right. That's why we aim to open-source DEI tools across the tech industry and beyond to help both established companies as well as start-ups. We are doing this in 2022 by creating the [Tech Equity Accountability Mechanism](#)⁴ in partnership with the Aspen Institute and the Business for Social Responsibility (BSR).

² "Historically underrepresented backgrounds" includes people from underrepresented racial/ethnic groups, people with disabilities, and members of the LGBTQ+ community.

³ <http://diversity.snap.com/originalsequityvision>

⁴ <https://actreport.com/wp-content/uploads/2021/11/The-ACT-Report.pdf#page=133>

Section 2 shares our workforce data for 2021 which includes team member representation, hiring, and attrition data. We know that building an inclusive culture isn't only about who we hire, but also about who we retain.

As part of our larger commitment to hold ourselves publicly accountable, last year we announced several new goals⁵ to increase the representation of historically underrepresented U.S. racial and ethnic groups, women in tech roles, and women and underrepresented groups in leadership (Director+) by 2025. Our data shows areas where we made progress, such as increasing our percentage of women in tech roles, growing our overall representation of women across our company, and boosting Asian representation in leadership by a significant margin.

- **Women in tech roles increased by nearly 3.1pp⁶, up to 19.6% toward our overall goal of 25% by 2025.**
- **Overall, the percentage of women at Snap globally increased to 34.9% — a 2.1pp increase.**
- **Asian team members in leadership in the US increased from 14.3% to 17.1% — an increase of nearly 20% — toward our overall goal of 17.9% by 2025.**
- **Underrepresented racial and ethnic groups in the U.S. increased by 1.3pp up to 17.4% — toward our overall goal of 20% by 2025. This includes an increase in Black representation from 4.9% to 5.3%, an increase in Hispanic/Latinx representation from 6.8% to 7.6%, and an increase in Multiracial representation from 4.1% to 4.2%.**
- **Our representation for Native Hawaiian/Pacific Islanders and Native American/Alaskan Natives stayed the same at 0.1% and 0.2%, respectively.**

⁵ Goals and their progress are based off of Regulatory Data.

⁶ pp - Percentage points

- The attrition rate of women at Snap has increased year over year driven by an increase in attrition of women in non-technical roles.
- Attrition rates of Hispanic/Latinx team members have slightly increased from 1.09 to 1.17, where 1 equals the average attrition for Snap.
- Attrition rates of Black team members have decreased year over year, from 1.87 to 1.52, where 1 equals the average attrition for Snap.

Our data also highlights a number of areas where we must continue to improve – including the retention of women and Black, Hispanic/Latinx, and Indigenous team members, especially among senior leadership. Our slower gains in progress for women in leadership was partly due to higher attrition rates in a highly competitive job market. Overall, our representation of underrepresented U.S. racial and ethnic groups in leadership roles decreased by 2% to 12.3%.

Last year we announced new goals for workforce representation at Snap. We are tracking year over year progress towards these goals, which we aim to achieve by 2025.

Goal 1: Increase underrepresented* U.S. racial and ethnic groups to 20%



Goal 2: Increase women in tech roles to 25%



Goal 3: Increase women, and U.S. racial and ethnic groups by 30% in leadership

Women in Leadership



Underrepresented Racial and Ethnic Leadership (U.S.)



Asians in Leadership (U.S.)



*Underrepresented groups at Snap include Black, Hispanic/Latinx, Multiracial, Native Hawaiian/Pacific Islanders and Native American/Alaskan Natives. While Asians are not underrepresented in Snap's overall population, they are underrepresented in leadership roles.

We've begun to expand our strategies to reverse downward trends and further invest in retaining diverse talent. We have increased benefits tailored to team members' evolving needs such as greater support for our team members who need additional care coordination for children and other family members. We continue to invest in additional support for our employee resource groups, by providing advising and coaching sessions for ERG leads, providing robust programming budgets, and expanding the number of global ERG chapters. And in a pivotal shift for our company, each part of our business now has assigned DEI Leads responsible for driving each team's DEI goals.

Section I

Snap's Strategy

Inspire Empathy



Inspire Empathy

At Snap, we believe that empathy is central to advancing DEI goals. When people – especially those in majority groups – step into someone else’s shoes, they start to understand why DEI is a problem for everyone to solve.

We have seen firsthand how storytelling can help scale empathy. Through our company-wide storytelling and conversations series called The Big IDEA (Inclusion, Diversity, Equity and Awareness), team members at all levels share candid, compelling, deeply personal stories. These courageous conversations cover issues like race, gender identity, class, sexual orientation, and disability status. These conversations have given people space to question their assumptions, reconsider their perspectives, and gain greater understanding.

This year, we’ll do even more to seed and scale empathy with the broader Snapchat community. For example, we’ll continue to leverage our company-wide focus on augmented reality to tell stories of underrepresented communities. In addition to our Trafalgar Square AR activation in London, we collaborated with Kugali Media and Kick it Out, a leading football organization focused on tackling racism and discrimination, to

This year, we’ll do even more to seed and scale empathy

create AR statues of four great Black British footballers outside of Wembley Stadium.

We also worked with the Los Angeles County Museum of Art (LACMA) on two projects. One, Monumental Perspectives, brought together artists and Snap Lens Creators to create augmented reality monuments that explore history and representation for communities across Los Angeles. Two, we added Snap’s AR lens to a LACMA exhibit Black American Portraits, enriching the visitor experience with context and storytelling. This year, we’ll build on these efforts by partnering with disabled artists to honor powerful perspectives on the history of the disability rights movement.

Additional Initiatives

Building an inclusive AR ecosystem

To continue leading the way in AR, we must build a pipeline of underrepresented AR developers. But it doesn't just stop there – we also need to ensure that they have access to opportunities as a whole new AR economy grows. We are focused on building a more diverse AR ecosystem of developers that work with Lens Studio. The goal is to improve our own representation and develop Lenses that reflect our entire global community.

To help us achieve this goal, in 2021, we expanded our Snap Academy program to include the Snap Lens Academy in partnership with LACMA. The 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 college students, and youth who may have experienced homelessness, foster care, or the juvenile justice system. Snap Lens Academy is an eight-week educational program with a custom curriculum that teaches the fundamentals of creating augmented reality experiences through Snap's Lens Studio software. In addition, Snap Originals team members work with Snap Academy scholars to help teach young creative talent from underrepresented backgrounds how to tell stories for mobile platforms.



Expanding access to AR education

Additionally, in partnership with Snap's Camera Platform team and curriculum developers at Next Shift Learning LLC, we expanded the reach of our augmented reality education efforts through a program called the AR Lens Challenge. The challenge is a learning experience where high school and community college students create and design their own lenses on [Lens Studio](https://lensstudio.snapchat.com/)⁷ using a mix of self-guided modules and live workshops by AR experts. Through our Snap Lens Academy and our AR Lens Challenge, we are engaging high school and community college virtual learners and increasing access and exposure to augmented reality tools for students from under-resourced communities.

Accessible AR Lens Experiences

Our North Star is building products that are fully inclusive of all Snapchatters. No matter where you live, what your background is,

⁷ <https://lensstudio.snapchat.com/>



what you look like, or how you communicate, you should feel as though our products are made for you — including native signers. This spring, we partnered with SignAll to launch our American Sign Language (ASL) Alphabet Lens, which uses technology that recognizes and translates ASL to help Snapchatters sign their name, learn the ASL alphabet, and more. These new features were designed thoughtfully by the Deafengers, a group of Deaf and Hard-of-Hearing team members at Snap focused on creating an environment where people with different communication styles can connect.

Developing Lenses using diverse data sets

We are continuing to make our Lenses work better for all members of our community. That starts with using diverse training and evaluation datasets in our machine learning (ML) products that power our augmented reality experiences. We want our ML to be

more inclusive, and are educating our team members and providing them with tools to build and maintain more inclusive data sets. The initial focus of these efforts is on the intersection between skin tone, age, and gender. Our plan is to eventually expand this program to all our new and existing ML-based products.

Comprehensive content audit

We want to make sure that both our products and our content better reflect the diversity of Snapchatters we serve. We have partnered with The Annenberg Inclusion Initiative to conduct a diversity audit of the content on our Discover platform. This work will use a combination of human and advanced ML to understand the quantity and quality of on-screen representation of different identity groups. We'll use the results of this audit to inform future programming.

Redesign Systems



Redesign Systems

We continue to focus on redesigning our systems that hire talent, develop products, and support our team so that Snap can live up to its ambition of being fully equitable. To succeed, we take to heart the ACT Report recommendation that all companies must “bring a business approach to inclusion, and an inclusive approach to business.” DEI cannot be separate – it must be fully integrated into a company’s business plan.

One way we are doing this is by ensuring that all of our teams, from engineering to recruiting, can implement DEI in their individual strategies and operations. Snap’s Learning and Development team has scaled our [“3i” framework](#)⁸ by incorporating it into each part of the talent development life-cycle, from onboarding to leadership development. This actionable and tested framework is broken down into three parts: internal, interpersonal, and institutional. Each area within the “3i framework” is meant to have a domino effect: team leaders identify and reflect on biases and privileges, and then turn awareness into concrete action and behavior change, which ultimately drives institutional change.

**Institutional change also
requires the redesign of
the entire ecosystem
in which we operate.**

That is why we hope to encourage our content partners to strive for similar representation goals that we strive for with Snap Originals. For example, we are committed to helping our Snap Original production partners provide apprenticeship opportunities to candidates from historically underrepresented backgrounds, including participants from

⁸ https://assets.ctfassets.net/ngit5gcrb661/14alddExUK6KlqtLymTg9h/d0e99afad5fa46c6ace96ca2e2362c81/Snap_3i_Framework_for_DEI.pdf



underserved communities, and/or living with disabilities. We know how challenging it can be to break into the entertainment industry, so we help connect production companies with LA-based colleges to help build diverse slates of production assistant candidates that they can vet, interview, and engage with for relevant projects (both in Snap Originals and other productions they may have).

We also want to continue doing our part to support talented minority-owned companies breaking into the industry. In December, we launched our first content accelerator for underrepresented groups, [523](https://523.snap.com/)⁹ — named after Snapchat's first address at 523 Ocean Front Walk on Venice Beach. Our first 523 class focuses on supporting small, minority-owned content/media companies which traditionally lack access and resources, especially when compared to larger competitors and publishers. Participants will spend 6 months developing concepts and producing content for Snapchat's Discover platform. They will receive specialized curriculum,

exposure to sponsors, 1-on-1 mentorship, and hands-on training sessions, in addition to receiving \$10,000 per month for the duration of the program.

Additional Initiatives

Redesigning our product development process to be more inclusive of our entire community

As part of our product inclusion team, Made for Me, we are developing new methods for testing the inclusivity of features by increasing the diversity of testers and points at which we test. This initiative adds a component that specifically tests products with users from underrepresented communities to understand how they would use products and what they need. The insights gained will help our product team better understand the perceptions, usage, and implications of a new product experience for marginalized communities – ensuring that we build not just for our community, but with them.

⁹ <https://523.snap.com/>

New guidelines for building accessible and inclusive products

Our inclusive product design principles help our engineering and product teams build inclusivity into their product features from the start. We've also created Snap Interface Guidelines (SIG), which is a style guide that our designers and engineers can use to make their products more inclusive. SIG provides consistent, standardized building blocks, tools, and code that teams can easily plug into their products. For example, one of our upcoming SIG priorities for this year will provide color options that are already adapted for people who are color blind. These ready-to-use tools – from fonts to camera components – have accessibility and consistency already built in. Designers and engineers don't have to reinvent the wheel; they can use these tools to quickly build their products and feel confident that they will be accessible to different users.

Investing in computer science education for underrepresented students

To help transform future pathways into tech for underrepresented talent, the ACT Report calls for a coalition to solve the acute lack of computer science teachers — especially within underrepresented communities. As part of the launch of the report, the Catalyze Tech coalition announced that it will invest \$20 million — with Snap providing half of the funding — in four teaching colleges to help increase the number of computer science (CS) teachers across America. Each of these commitments will help support

over 1,000 new educators annually, who have a collective potential of impacting more than a million students over the course of their teaching careers.

Enhancing diverse offerings in employee benefits

All businesses have choices about where they spend their money. We strive to select vendors that share our values, serve their communities, reflect the diversity of our team members, and offer products that are aligned with the diverse needs of our workforce. We spend time interviewing a wide range of vendors to ensure that they meet a diverse set of needs in areas such as race, gender, sexual orientation, and accessibility. Through this process, we have been able to offer free memberships to Black, Indigenous, Hispanic/Latinx, Asian and women-founded benefits providers through resources such as Northstar Money, which offers our team members a holistic approach to financial wellness; Fairfax Training Club, a leader in the health and wellness space; Helpr, which provides families with high quality backup caregiver support; and Carrot Fertility, which provides global family-forming support to our team members and their dependents.

Drive Accountability



Drive Accountability

Too often, accountability is treated as a compliance mechanism, which can foster a negative understanding of DEI. At Snap we view DEI accountability as much more than compliance. Instead, it bridges the gap between intrinsically and extrinsically motivated individuals. In other words we cannot rely solely on individuals who are passionate about DEI (intrinsically motivated).

Beyond passion, we need strategy, tools, expertise, and metrics to guide progress. We need robust accountability to support extrinsically motivated team members. But the paradigm shift required to prioritize equity takes time to embed and take root. We continue to open up new channels, tools, and opportunities for all team members to move the needle on DEI.

We know that data-informed decision-making is a cornerstone of a successful accountability strategy. In alignment with the ACT Report, we strengthened our own DEI data and reporting mechanisms to make people data more accessible for senior leaders. We also expanded our Self-ID Survey to Australia and Canada, and increased our overall Self-ID Survey response rate from 75% to 86%. Snap's

Self-ID Survey gives us an inclusive and rich dataset, including insights on non-binary gender identity, disability, first generation student status, and languages spoken.

The data is used to design inclusion programs that can promote equitable workplace outcomes.

These data insights are also reviewed in-depth quarterly with executives, and supplemented with monthly DEI OKR reviews with DEI leads from each part of the business.

Greater accountability within individual companies should also be accelerated by new forms of industry-wide accountability. That's why the [ACT Report](#)¹⁰ establishes a new industry entity for participating companies.

To ensure the findings of the ACT Report reached a wide audience, Snap hosted the inaugural DEI Innovation [Summit](#)¹¹ on Nov 3, 2021. This brought together company CEOs and leaders, DEI experts and advocates to discuss how to work as an industry to put the ACT Report's recommendations into action. The summit had over 20,000 viewers and included 19 companies and 32 speakers. Like the other tech companies that signed the ACT Report, we know we have our work cut out to implement all of the report's [key recommendations](#)¹².



Creating an industry-wide DEI Accountability Framework: TEAM

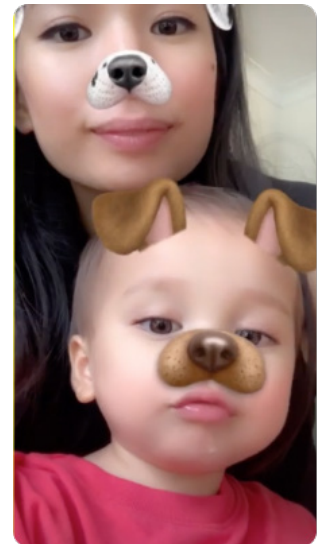
At Snap we believe the tech industry is overdue for industry-wide DEI standards for accountability and transparency. That is why we convened the coalition that published the [ACT Report](#), and are now supporting the creation of the [Tech Equity Accountability Mechanism \(TEAM\)](#)¹³. TEAM will collect and develop industry standards around intersectional DEI data. This will enable, for the first time, apples-to-apples comparisons between tech companies to truly diagnose gaps in workforce diversity and identify opportunities to make collective and systemic industry-wide change. In addition to establishing industry standards for DEI reporting, TEAM will also measure industry progress towards DEI goals; deliver experiments to drive innovation around DEI; and support a diverse and inclusive technical workforce.

¹⁰ <https://actreport.com/>

¹¹ <https://actreport.com/dei-innovation-summit-2021/>

¹² <https://actreport.com/recommendations/>

¹³ <https://actreport.com/wp-content/uploads/2021/11/The-ACT-Report.pdf#page=133>



Additional Initiatives

New Snap Agile program to support team members

When life happens for our team members, they must be able to take leaves of absence – from parental to medical leave — without worry. Too often, the fear of being implicitly penalized for taking time away from work can stymie employees, especially women. That's one of the reasons why Snap's North America Advertising Sales Organization has developed a Snap Agile team, which provides an innovative approach to retention of team members who take approved leave. When a member of the US team goes on leave, their book of business is covered by a pool of team members. Not only does this initiative support client business, but it also helps retain talent because people feel comfortable taking leave while knowing their clients will continue to be supported during their absence.

Our supplier diversity initiative

Last year, we set a goal of doubling our spend with underrepresented suppliers by 2023, and in 2021 we surpassed it. We started by redesigning our system so that suppliers could voluntarily self-identify as minority-owned businesses. We also added a questionnaire to our supplier requests for proposals, requesting voluntary disclosure of the supplier's demographic information. Through this process we were able to confirm that we had a great source of underrepresented suppliers already onboarded. Across our company, we worked to identify and onboard additional diverse suppliers and exceeded our initial spend goal by over \$8 million one year ahead of schedule. As a result, we've committed to doubling our spend with diverse suppliers again to \$30 million by 2025. As part of our industry benchmarking, we are also exploring a global expansion of supplier diversity initiatives, starting in the U.K. later this year.

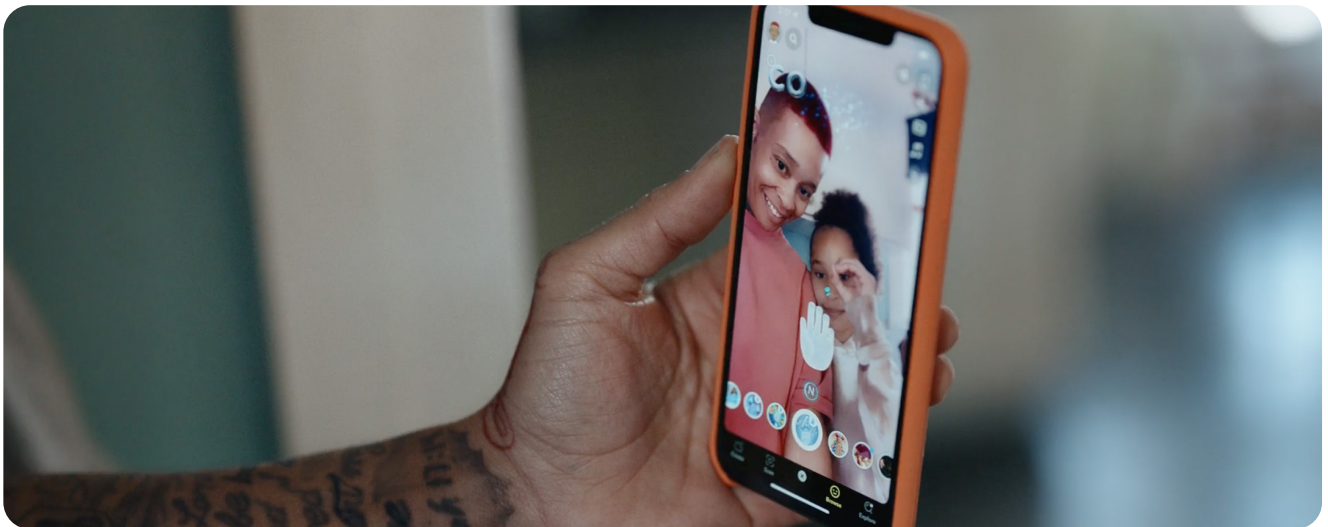
Supporting diverse marketing vendors

In line with our larger company-wide focus on increasing the diversity of our vendors, our Marketing team allocates at least 15% of U.S. digital media brand budget to BIPOC-owned publishers or media creators. We also have focused on increasing the diversity of in front of and behind the camera talent for our video productions, including by partnering with a talent discovery platform that helps support underrepresented creators. In 2021, almost 75% of our marketing productions were directed by underrepresented talent, and we hope to build on this in the coming year.

Increasing our benefits for parents and caregivers during the pandemic

As the pandemic continued into 2021, we continued to expand our benefits to provide team members with as much support as possible. We increased the available number

of hours of back-up child care through Helpr, from 80 to 120 hours. We also provided a new educational care concierge service to help parents find childcare and local school options that meet ever-changing needs. And we expanded our most used health benefit, the mental health provider Lyra, from 16 to 25 free sessions per family member, and integrated it into our medical plan as an in-network provider.



Another important way we keep ourselves accountable is through our ERGs. ERG leaders are invited to meet with our CEO and C-Suite quarterly to raise issues that are most important to them.

Our Employee Resource Groups (ERGs) are created and led by members of the Snap Inc family. They empower us to come together to celebrate a common cause, raise awareness, encourage advocacy, and refine our approach to recruiting.

SnapAbility brings together a community of people who identify as persons with disability and allies/guardians/advocates. We aim to promote empathy, respect, and kindness around mental and physical disabilities and varying physical differences, and provide support in the community to empower each other through our abilities. We also aim to extend empathy to our users by being mindful of how our products are accessible for people from all walks of life.

SnapAsia is a community for people from Asian countries and the Pacific Islands that shares their experiences and challenges, represents Asian heritages, promotes cultural understanding, enjoys an authentic sense of belonging, and motivates our members to advance personally and professionally here at Snap.

SnapFamilia celebrates the diversity of perspectives and lived experiences within Hispanic and Latinx/é communities. We work

to increase our community's visibility and advancement in the corporate environment at Snap, and foster partnerships with external organizations that serve our globally dispersed team and propel Snap's corporate ambition. We seek to make Snap a place where Hispanic/Latinx/é employees feel they belong, and empower our members to push for cultural change in the tech industry at large.

SnapKaleidoscope aims to provide employees in offices outside of LA the opportunity to build a grassroots foundation for diversity and inclusion, unique to their local office culture.

SnapNoir brings together the African diaspora and allies at Snap to foster a community of fellowship and a safe space. It aims to provide a forum for fostering cultural understanding, diversity, and social impact for people of the African diaspora at Snap and in the community.

SnapParents is here for all parents and caregivers by providing support and guidance, encouraging work/life balance and self care, and shedding light on the unique challenges working parents face.

SnapPride celebrates the diversity of gender identity, gender expression, sexuality, and sexual identity. We hold community for team members living any kind of LGBTQIA2S+ experience, and we welcome supportive allies. We aim to center LGBTQIA2S+ identity, uplift trans and QBIPOC voices, and increase understanding and awareness through queer-centric initiatives.

SnapShalom is a space for Jewish team members at Snapchat to come together, celebrate Jewish heritage, and support and advocate for the internal community, using Snap's products, and in the greater community.

SnapSWANA unites its members together in professional community-regardless of religious or political belief, to promote the

social and moral culture of SouthWest Asia and North Africa, to stimulate one another in professional and intellectual growth, and to learn from and serve the broader Southwest Asian and North African community so that we may drive human progress forward through Snapchat in an inclusive and empowering way.

SnapVets actively engages our proud global community of military veterans, reservists, family members and allies who support and encourage one another through shared experiences, volunteer activities, recruitment events, professional development opportunities, and long term retention. Through the work of our ERG we hope to continue our strong value of service and positively represent the Snap team.

SnapWomen supports, empowers, and advances women at Snap. That means workshops, outreach to women in need, and bringing the Snap community together to explore issues facing women today.



Conclusion

At Snap we're committed to building diversity, equity, and inclusion into everything we do – from who we hire and how we support our team, to the products and technology we build, to the content we distribute, to the partners we work with. Over the past couple of years, we've learned a lot about what works and what doesn't. We've set public DEI goals to scale empathy and drive accountability across our business.

While we've made important progress, we know we must do so much more to build a diverse team that fully represents the communities we serve. Our top priority is creating a culture where everyone feels they belong and has an equal opportunity to thrive. There is no doubt that today our workforce representation numbers fall short. But we won't stop until we live up to our promise and ambition around DEI. We know in our hearts that building a more inclusive company isn't just the right thing to do — in the long term it is the only way for our business to succeed.

Section II

Snap's Data

Topline Data

Representation

- Overall, the percentage of women at Snap increased from 32.8% to 34.9%.
- Black representation increased slightly from 4.9% to 5.2%.
- Middle Eastern/North African/Arab representation also increased slightly from 2.4% to 2.6%.
- Representation for Snap's Multiracial and Indigenous populations stayed the same at 5.3% and .2%, respectively.
- White representation decreased from 46.6% to 42.3%.

Leadership

- We saw a 2.5pp increase in Asian men in Director+ roles.
- We also saw an increase of 1.1pp in Middle Eastern/North African/Arab representation in Director+ roles.
- The percentage of women in Director+ roles slightly increased from 26.3% to 26.5% this year.
- The percentage of Black representation in Director+ roles decreased from 3% to 2.1%.

Technical Roles

- Representation of women in Tech People Manager roles went up by 2pp.
- Representation of men in Tech Director+ roles increased by 2.1pp.
- Representation of Black women in Tech Director+ roles decreased to 0%.
- Asian, Hispanic/Latinx and Multiple Races women remain at 0% in Tech Director+ roles.

Non-technical roles

- 20.4% of the Non-Tech workforce identifies as Black, Hispanic/Latinx or Indigenous.
- Representation of women in Non-Tech People Manager roles went up by 4.6pp to 50.6%.
- At the Director+ level, representation of women in Non-Tech roles increased to 32.5%.
- Indigenous representation in Non-Tech Director+ roles slightly decreased from 1.1% to 1%.
- There continues to be 0% representation of Indigenous or Middle Eastern/North African/Arab populations in Non-Tech VP+ roles.

Hiring

- Hiring of women increased by 5.4pp to 38.9%
- Hiring of Asian team members increased by 4pp to 41.4%.
- Hiring of Hispanic/Latinx team members increased from 6.2% to 9%
- Hiring of Black team members decreased from 9.2% to 6.6%.

Attrition

- Men are attriting at lower rates than women and non-binary team members.
- The attrition rate of women at Snap has increased YoY driven primarily by an increase in attrition of Women in non-technical roles.
- Team members in Non-Tech roles are attriting at higher rates than those in Tech roles.

Data Notes

First-Generation College Graduate: a person who is the first in their family to complete a 3- or 4-year college/university. We based this on the level of education a person received compared with the highest level of education their parents/guardians received.

Gender: all gender data are global, unless stated otherwise. We use responses from the DEI Self-ID Survey supplemented with Regulatory Data in cases where team members did not complete the DEI Self-ID Survey.

Historical data: Historical data within this report may reflect changes when compared to previous reports, as we allow our team members to update their self-ID data 365 days a year. Snap's 2021 report reflects 2020 self-ID data through 12/31/2020.

Hispanic/Latinx: in this report, we have chosen to use the term Hispanic/Latinx to refer to both communities with Spanish-speaking origins (Hispanic) and anyone of Latin American origin including groups that may not be Hispanic (Latinx). This term is also the most gender inclusive, though we recognize another option is Latino/a/e.

Military Organization: any military organization regardless of geographic location.

Multiple Races: a person who generally identifies with more than one race and/or ethnicity. We ask team members who identified as "Multiple Races" to select which races apply.

Non-Binary: an umbrella term to describe the gender identity of someone who does not identify exclusively as a man or a woman. Nonbinary people may identify as being both a man and a woman, somewhere in between, or as falling completely outside these categories. Non-binary can also be used as an umbrella term encompassing identities such as agender, bigender, genderqueer or gender-fluid.

Non-Tech: defined at the individual team member level based on the specific characteristics of their job and includes team members across all organizations that do not fall into the Tech category as defined here. For example, Non-Tech roles include executive assistants in the engineering organization.

People Managers: team members who have one or more direct reports. Direct reports include full-time and part-time employees, but do not include contingent workers.

Race/Ethnicity: all race/ethnicity data are US-only, unless stated otherwise. We use responses from the DEI Self-ID Survey supplemented with Regulatory Data in cases where team members did not complete the DEI Self-ID Survey. On our DEI Self-ID Survey we ask team members which race/ethnicity they primarily identify with. For example, if a person usually selects “Multiple Races” but primarily identifies with one group over another (e.g., Black or Asian), they can select that specific group. We moved to this new methodology 2 years ago to allow a more accurate reflection of our team member’s lived experience (someone who technically identifies with multiple races but presents as Black may face the same systemic racism as someone who identifies solely as Black).

Regulatory Data: data collected for the purpose of government reporting.

Tech: defined at the individual team member level based on the specific characteristic of their job and includes team members across all organizations that manage technical products or processes, develop systems

or software, work on the development of products or tools, or require and utilize a specialized engineering background in their role. Tech roles include software engineers, product designers, and research scientists, among other job roles.

Undeclared: team members for whom we do not have a record of gender.

Underrepresented U.S. racial groups: while we use the term underrepresentation in this report, we recognize that its meaning changes across different locations. In this report, we define “underrepresented U.S. racial groups” as Black, Hispanic/Latinx, Indigenous, Middle Eastern/North African/Arab and Multiple Races.

Snap's Workforce Data

This is Snap's second year of using a new methodology that uses DEI Self-ID Survey as our primary data source and supplements it with Regulatory Data when DEI Self-ID Survey data is not available. Because we use a combination of these two data sources, the data that we report on in the DAR does not directly align with our Regulatory data set.

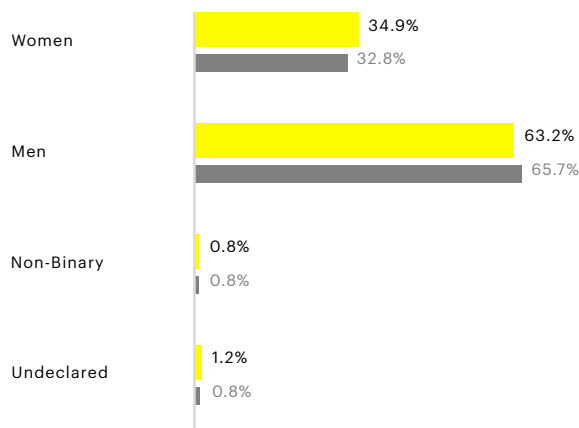
For example, Snap's DEI Self ID Survey allows team members to identify as non-binary, Middle Eastern or Indigenous, whereas the Regulatory Data does not.

We utilize this methodology to gain a more

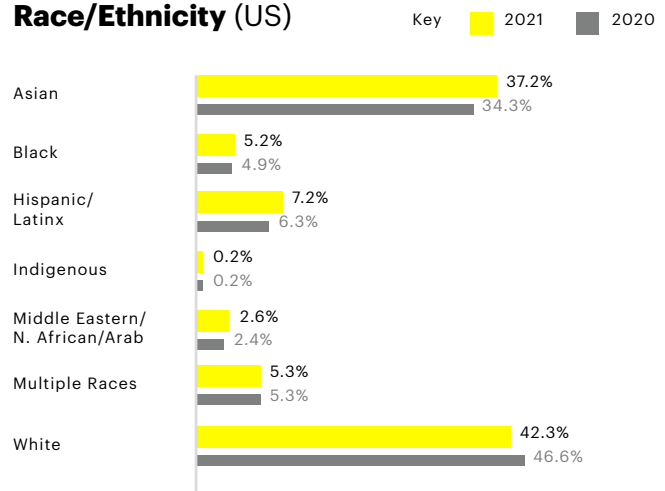
holistic understanding of the identities represented at Snap. Specifically this data informs our strategy to drive inclusion and promote equitable workplace outcomes.

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.

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	11.6%	2.3%	2.7%	0.1%	1.0%	2.2%	15.8%
	2020	9.7%	2.0%	2.3%	0.1%	0.8%	2.2%	16.9%
Men	2021	25.4%	2.8%	4.4%	0.2%	1.7%	2.9%	26.1%
	2020	24.4%	2.8%	4.1%	0.1%	1.6%	3.1%	29.2%
Non-Binary	2021	<1.0%	<1.0%	<1.0%		<1.0%	<1.0%	<1.0%
	2020	<1.0%	<1.0%			<1.0%	<1.0%	<1.0%

For all charts and intersectional tables in the data section, where a group is not listed there is no representation for that group.

For all intersectional tables in the data section, where a number is not listed there is no representation for that intersectional group.

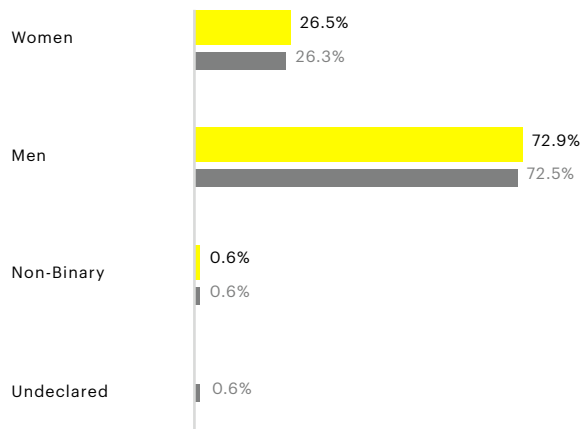
All percentages have been rounded to the nearest tenth. As a result, in some cases, the percentages for total gender and/or total race/ethnicity may not add up to exactly 100%.

Intersectional Leadership Representation

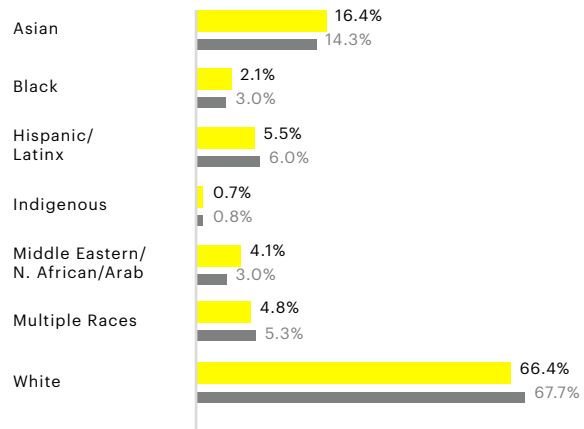
Director+

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

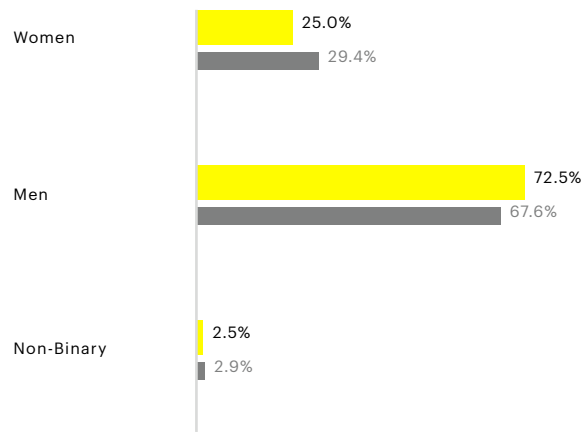
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	3.4%	0.7%	1.4%		2.1%	1.4%	20.5%
	2020	3.8%	0.8%	0.8%		2.3%	1.5%	20.3%
Men	2021	13.0%	1.4%	4.1%	0.7%	2.1%	3.4%	45.2%
	2020	10.5%	2.3%	5.3%	0.8%	0.8%	3.8%	46.6%
Non-Binary	2021							<1.0%
	2020							<1.0%

Intersectional Leadership Representation

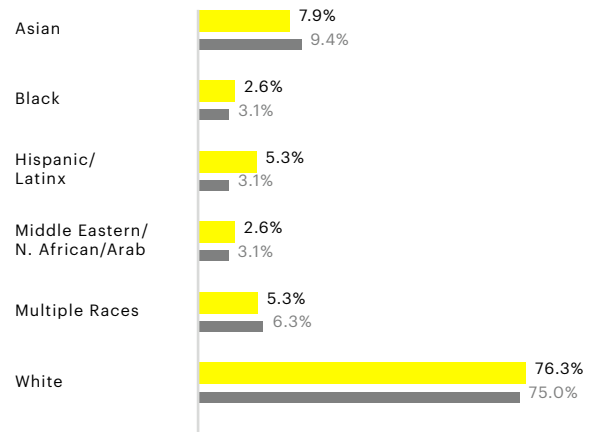
Vice President+

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

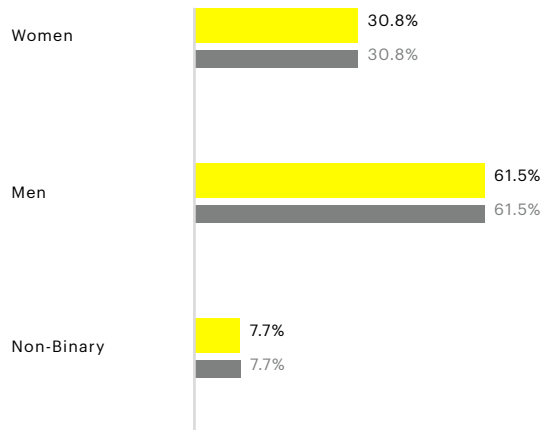
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2021	5.3%		2.6%		2.6%	13.2%
	2020	6.3%				3.1%	18.8%
Men	2021	2.6%	2.6%	2.6%	2.6%	2.6%	60.5%
	2020	3.1%	3.1%	3.1%	3.1%	3.1%	53.1%
Non-Binary	2021						2.6%
	2020						3.1%

Leadership Representation

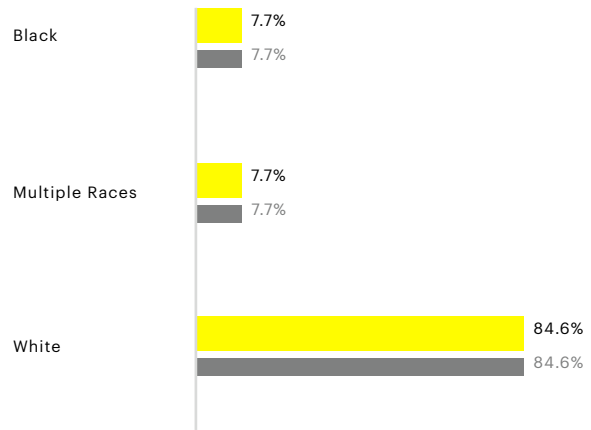
Executive

Key ■ 2021 ■ 2020

Gender (Global)

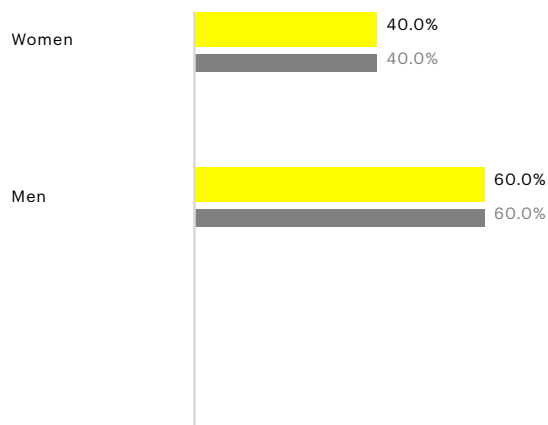


Race/Ethnicity (US)

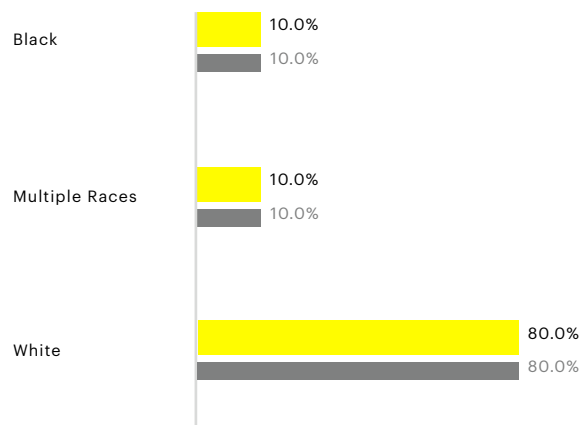


Board

Gender (Global)



Race/Ethnicity (US)

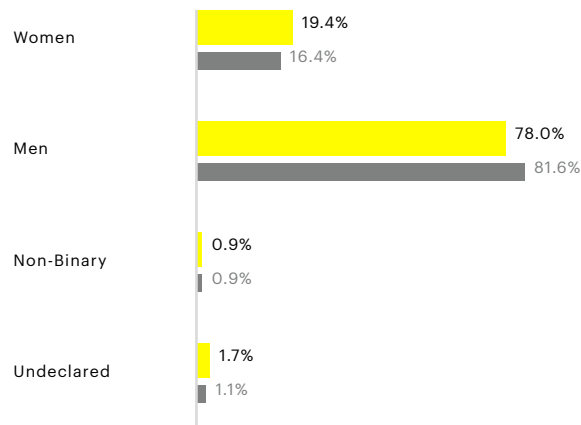


Intersectional Representation | Company-wide

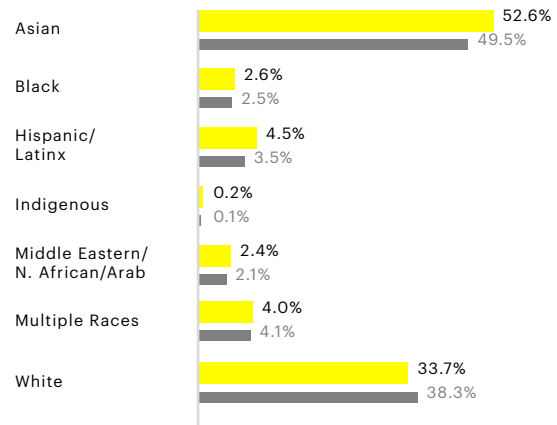
Tech

Key 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

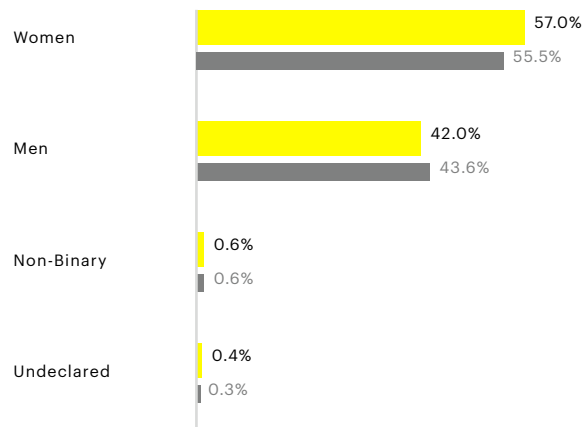
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	13.0%	0.6%	0.9%		0.4%	0.9%	4.2%
	2020	10.4%	0.6%	0.6%		0.1%	0.7%	4.1%
Men	2021	39.3%	2.0%	3.5%	0.2%	2.0%	3.1%	29.0%
	2020	38.7%	1.9%	2.8%	0.1%	2.0%	3.3%	33.6%
Non-Binary	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%					<1.0%	<1.0%

Intersectional Representation | Company-wide

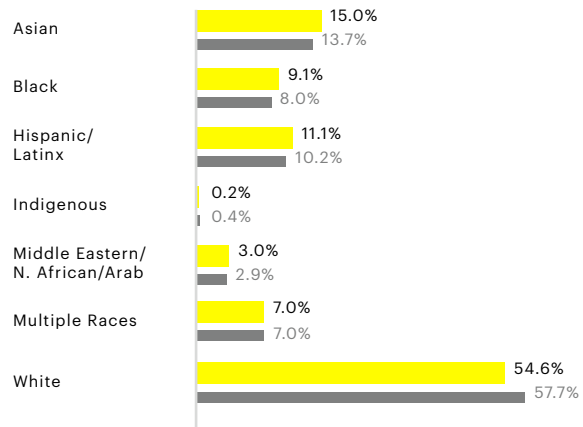
Non-Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

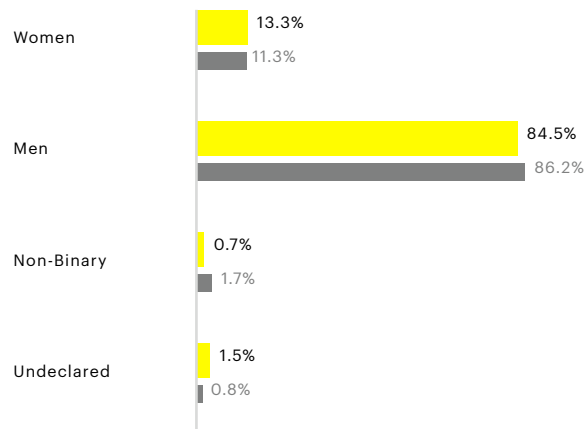
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	9.6%	4.9%	5.4%	0.1%	1.8%	4.2%	32.5%
	2020	8.7%	3.8%	4.5%	0.2%	1.7%	4.2%	34.1%
Men	2021	5.3%	4.1%	5.7%	0.1%	1.1%	2.7%	21.8%
	2020	5.0%	4.1%	5.7%	0.2%	1.2%	2.7%	23.3%
Non-Binary	2021	<1.0%	<1.0%			<1.0%	<1.0%	<1.0%
	2020	<1.0%	<1.0%			<1.0%	<1.0%	<1.0%

Intersectional Representation | People Manager

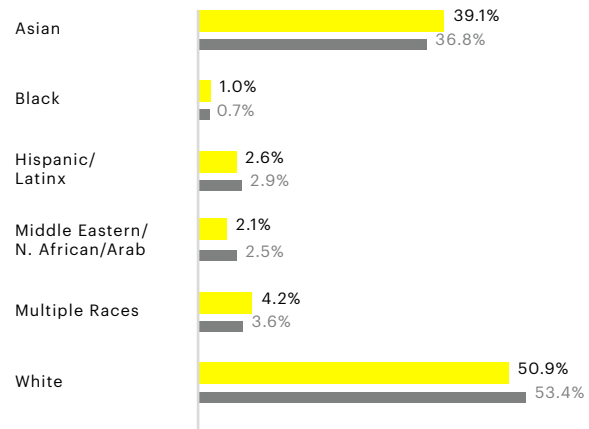
Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

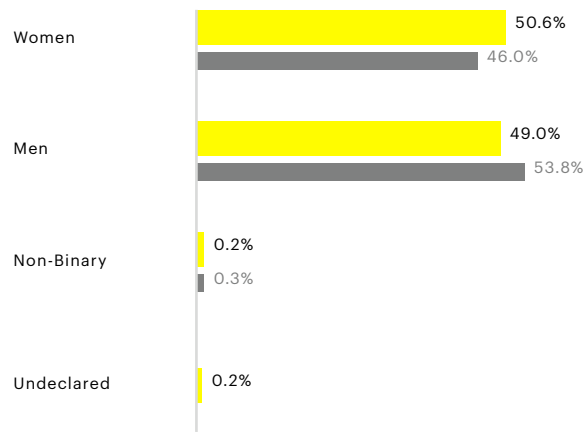
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2021	5.5%	0.3%		0.3%	0.5%	6.3%
	2020	4.7%			0.4%		5.8%
Men	2021	33.3%	0.8%	2.6%	1.8%	3.7%	44.4%
	2020	31.4%	0.7%	2.9%	2.2%	3.6%	46.9%
Non-Binary	2021	<1.0%					<1.0%
	2020	<1.0%					<1.0%

Intersectional Representation | People Manager

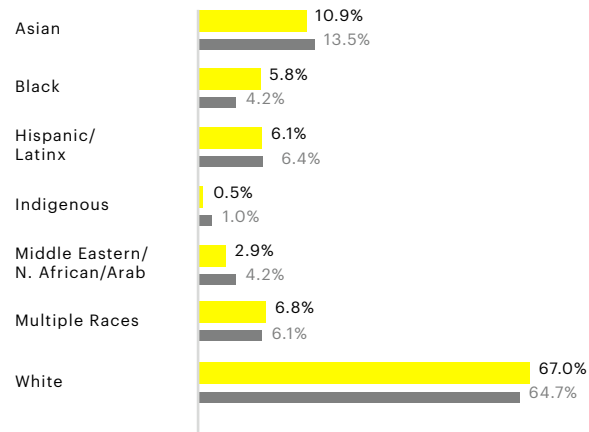
Non-Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

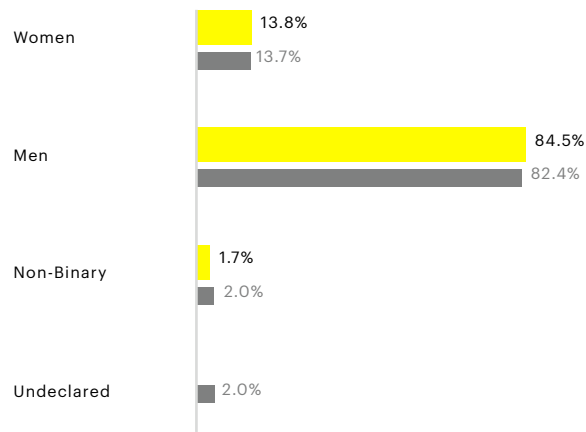
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	6.1%	3.2%	2.9%		1.9%	3.9%	35.9%
	2020	7.1%	1.3%	2.6%	0.3%	2.2%	3.2%	31.7%
Men	2021	4.9%	2.7%	3.2%	0.5%	1.0%	2.7%	31.1%
	2020	6.4%	2.9%	3.8%	0.6%	1.9%	2.6%	33.0%
Non-Binary	2021							<1.0%
	2020							<1.0%

Intersectional Leadership Representation | Director+

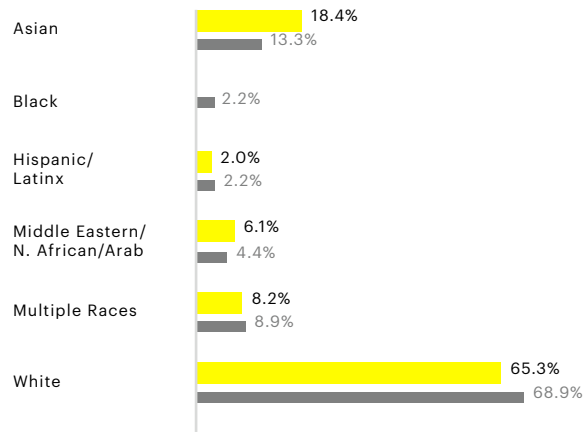
Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

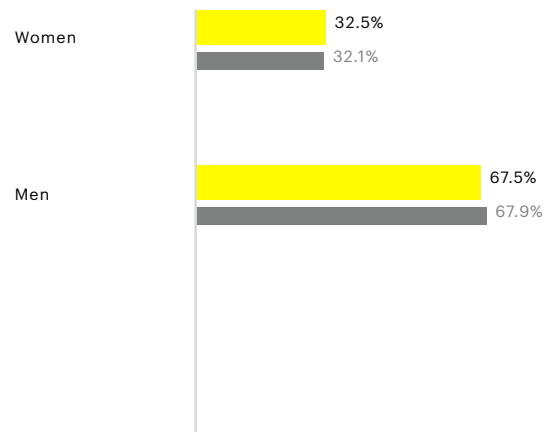
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2021	2.0%				14.3%	
	2020	2.2%				11.1%	
Men	2021	18.4%		2.0%	4.1%	8.2%	49.0%
	2020	13.3%		2.2%	2.2%	8.9%	55.6%
Non-Binary	2021	2.0%					2.0%
	2020	2.2%					2.2%

Intersectional Leadership Representation | Director+

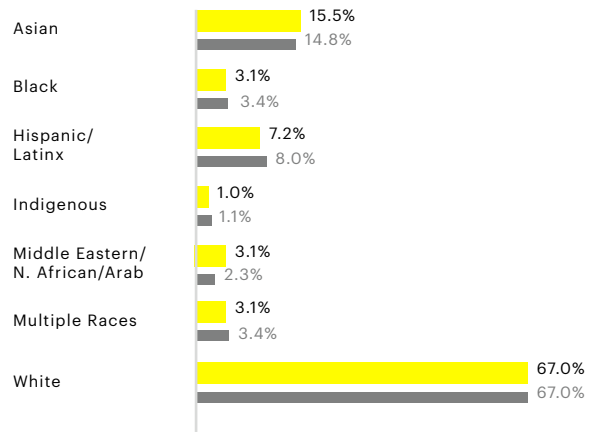
Non-Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

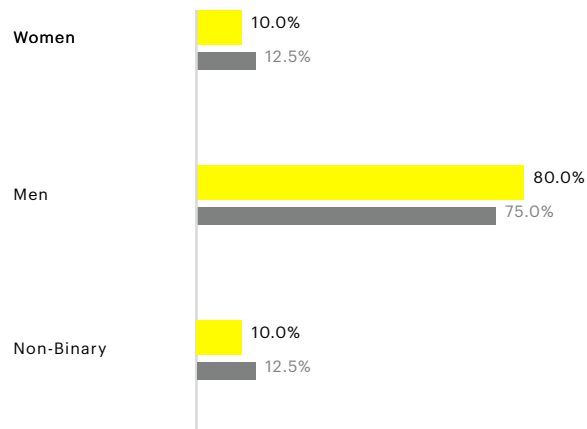
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	5.2%	1.0%	2.1%		2.1%	2.1%	23.7%
	2020	5.7%		1.1%		2.3%	2.3%	25.0%
Men	2021	10.3%	2.1%	5.2%	1.0%	1.0%	1.0%	43.3%
	2020	9.1%	3.4%	6.8%	1.1%		1.1%	42.0%

Intersectional Leadership Representation | Vice President+

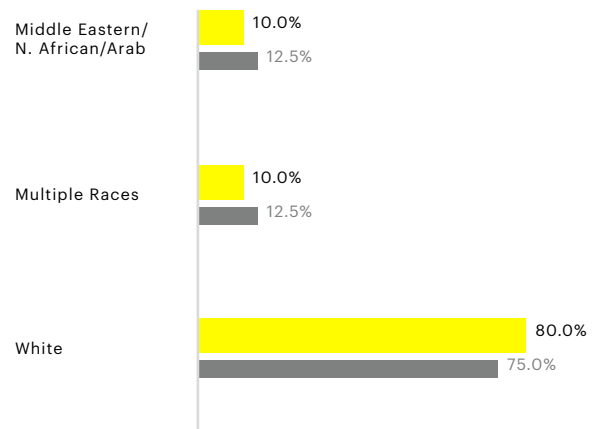
Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

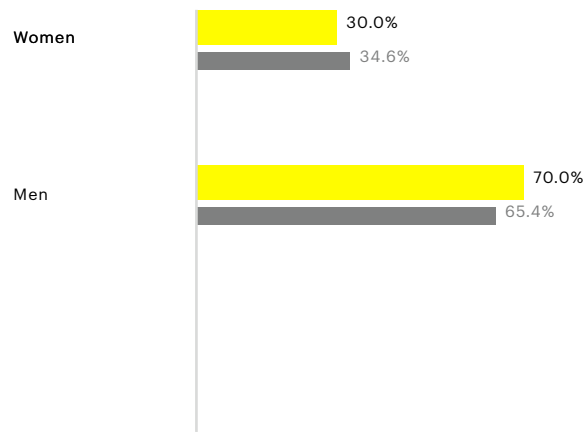
		Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2021			10.0%
	2020			12.5%
Men	2021	10.0%	10.0%	60.0%
	2020	12.5%	12.5%	50.0%
Non-Binary	2021			10.0%
	2020			12.5%

Intersectional Leadership Representation | Vice President+

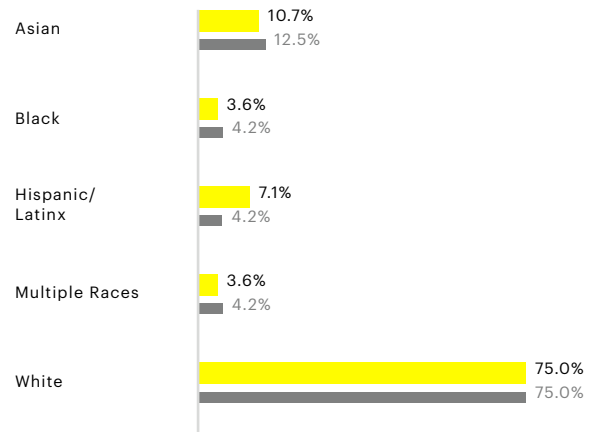
Non-Tech

Key ■ 2021 ■ 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

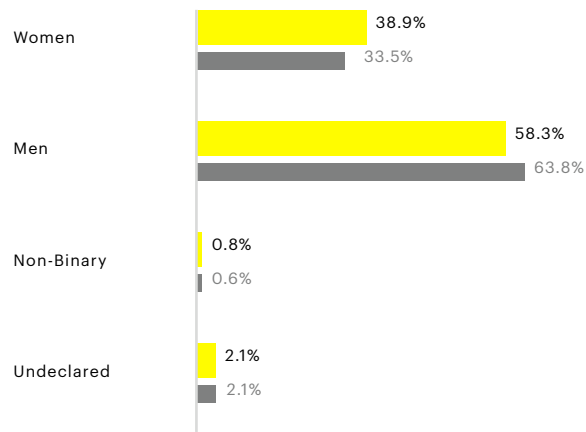
		Asian	Black	Hispanic/Latinx	Multiple Races	White
Women	2021	7.1%		3.6%	3.6%	14.3%
	2020	8.3%			4.2%	20.8%
Men	2021	3.6%	3.6%	3.6%		60.7%
	2020	4.2%	4.2%	4.2%		54.2%

Intersectional Hiring

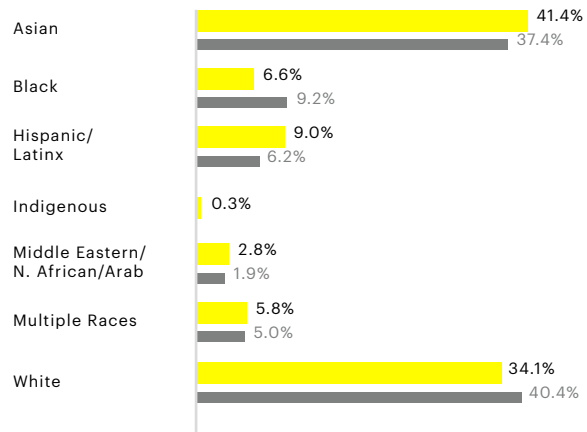
Company-wide

Key ■ 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	2021	15.8%	3.2%	3.7%	0.1%	1.3%	2.5%	14.3%
	2020	12.1%	4.8%	2.6%		0.3%	2.3%	14.1%
Men	2021	25.4%	3.2%	5.2%	0.2%	1.5%	3.2%	19.4%
	2020	25.2%	4.3%	3.6%		1.6%	2.5%	25.8%
Non-Binary	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%					<1.0%	<1.0%

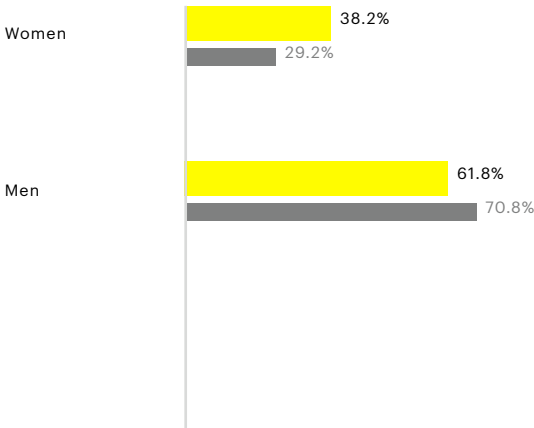
Hiring data represents hires by group as a percentage of total hires.

Intersectional Hiring

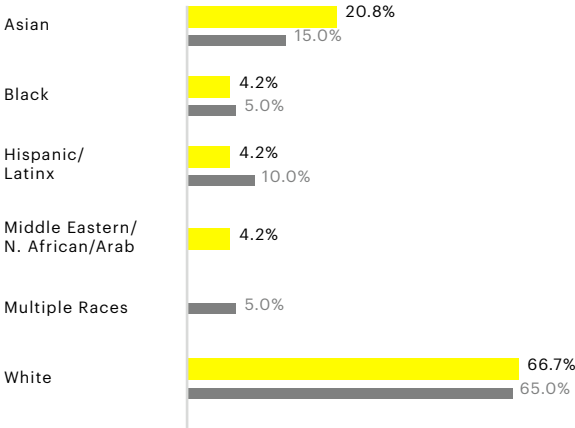
Leadership | Director+

Key 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

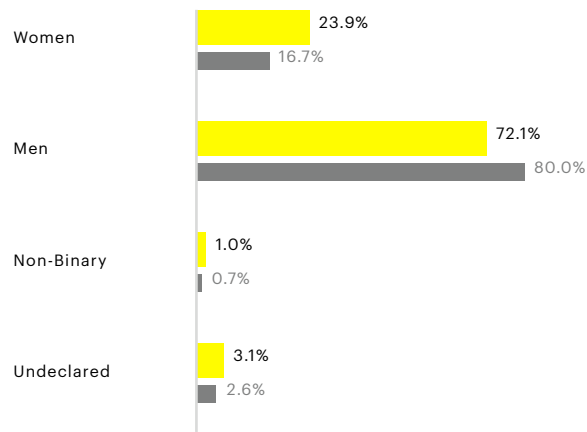
		Asian	Black	Hispanic/Latinx	Middle Eastern/ N.African/Arab	Multiple Races	White
Women	2021	4.2%	4.2%	4.2%			29.2%
	2020	5.0%					30.0%
Men	2021	16.7%			4.2%		37.5%
	2020	10.0%	5.0%	10.0%		5.0%	35.0%

Intersectional Hiring

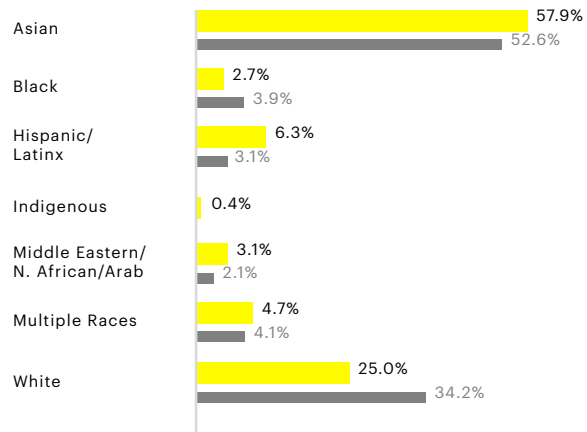
Tech

Key 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

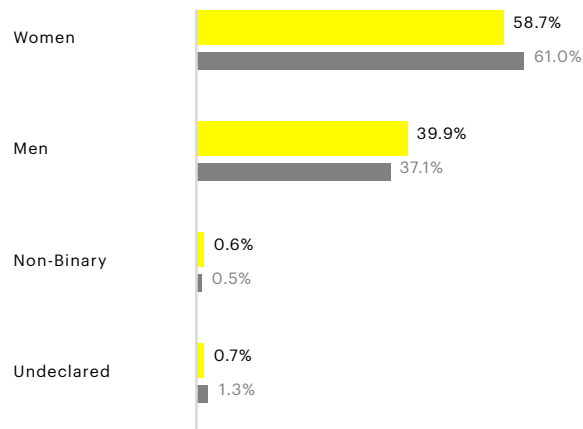
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	18.2%	0.6%	1.4%		1.0%	1.1%	4.4%
	2020	12.4%	1.6%	0.8%			1.0%	3.9%
Men	2021	39.4%	2.0%	4.8%	0.4%	2.1%	3.4%	20.2%
	2020	39.9%	2.3%	2.3%		2.1%	3.1%	29.8%
Non-Binary	2021	<1.0%	<1.0%	<1.0%			<1.0%	<1.0%
	2020	<1.0%						<1.0%

Intersectional Hiring

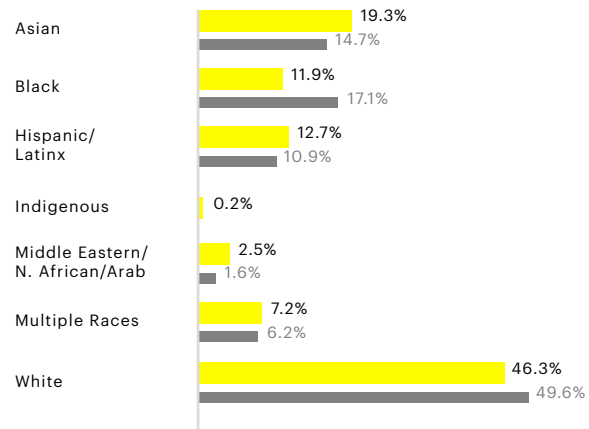
Non-Tech

Key 2021 2020

Gender (Global)



Race/Ethnicity (US)



Intersectional Race/Ethnicity (US)

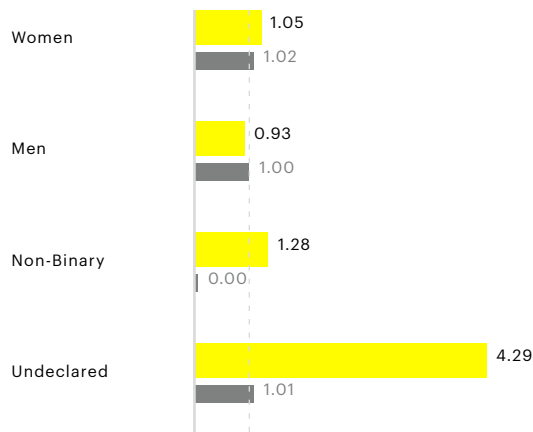
		Asian	Black	Hispanic/Latinx	Indigenous	Middle Eastern/ N. African/Arab	Multiple Races	White
Women	2021	12.5%	6.6%	6.9%	0.2%	1.6%	4.3%	27.5%
	2020	11.6%	9.7%	5.4%		0.8%	4.3%	29.5%
Men	2021	6.8%	4.9%	5.8%		0.8%	2.8%	18.3%
	2020	3.1%	7.4%	5.4%		0.8%	1.6%	19.8%
Non-Binary	2021	<1.0%					<1.0%	<1.0%
	2020						<1.0%	<1.0%

Average Attrition Index

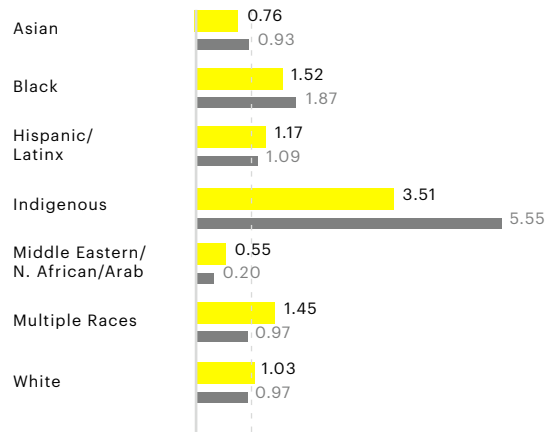
Company-wide

Key ■ 2021 ■ 2020

Gender (Global)

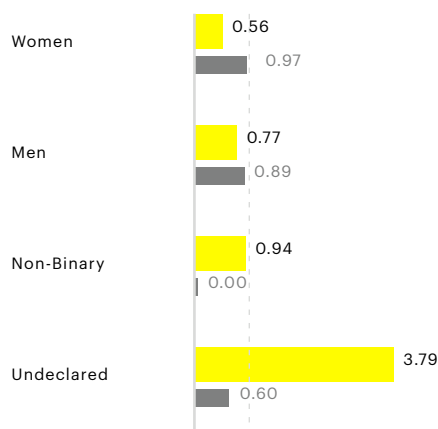


Race/Ethnicity (US)

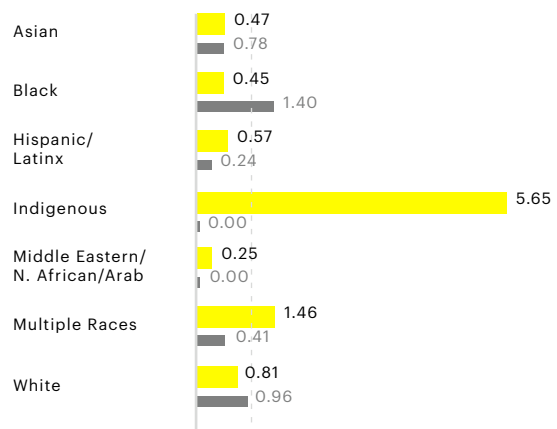


Tech

Gender (Global)



Race/Ethnicity (US)



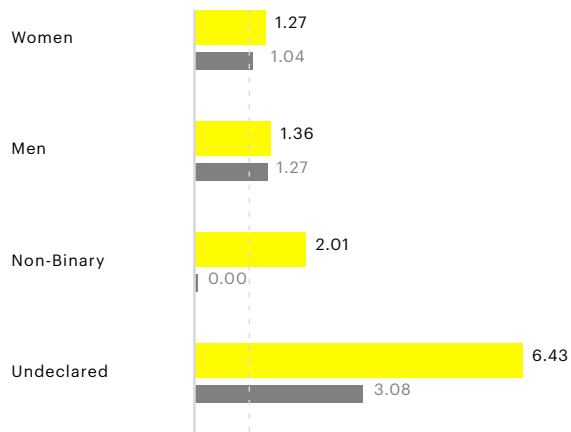
Snap's average attrition rate represents 1.00 on the index above (displayed as the dotted reference line). Groups where attrition is above 1.00 have a higher attrition rate than the average. Groups where attrition is below 1.00 have a lower attrition rate than the average.

Average Attrition Index

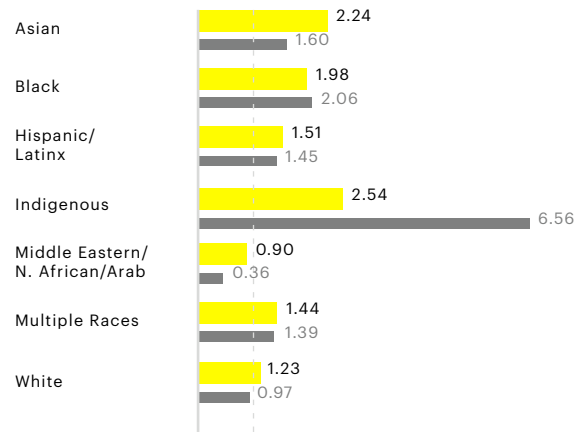
Non-Tech

Key 2021 2020

Gender (Global)



Race/Ethnicity (US)



A More Inclusive Data Set

In 2021, we conducted Snap's DEI Self-ID survey across 83% of our workforce, covering Australia, Canada, the United Kingdom, and the US. The purpose of the survey is to enable team members to self-identity with a more inclusive data set beyond race/ethnicity and gender. The DEI Self-ID Survey is voluntary, and 86% of all surveyed team members responded (up from 75% last year). These results are representative of those who completed the survey.

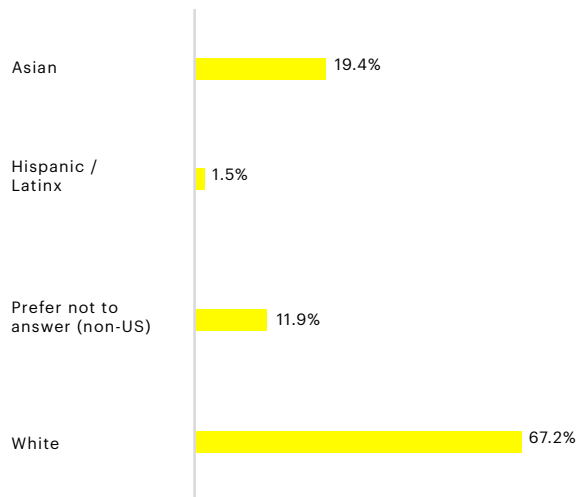
	Snap Overall	Australia	Canada	United Kingdom	United States
Are members of LGBTQ+ community	8.4%	6.7%	18.1%	7.9%	8.1%
Are transgender	0.2%	0.0%	0.0%	0.4%	0.2%
Are currently serving or previously served in a military organization	2.3%	5.1%	0.9%	2.7%	2.2%
Are first generation college graduates	24.4%	40.0%	30.2%	30.9%	23.0%
Are neurodiverse or living with a mental illness and/or disability*	4.6%	3.4%	9.5%	6.2%	4.1%
Are living with a physical disability	2.7%	3.4%	4.3%	2.6%	2.6%
Are parents	27.2%	45.0%	24.1%	30.5%	26.9%
Provide regular care for someone other than a child	6.0%	3.3%	4.3%	3.9%	6.3%
Speak a first language other than English	34.9%	25.0%	30.2%	37.3%	34.8%

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

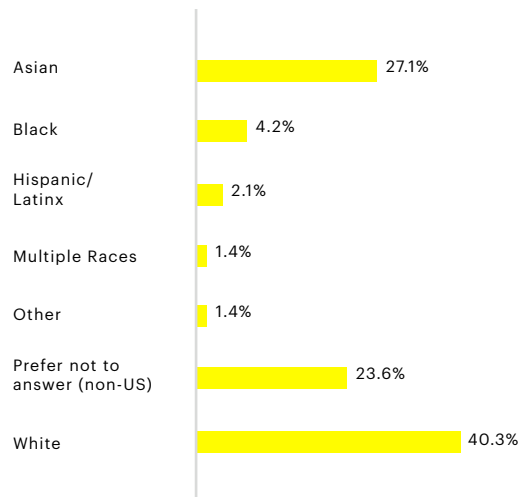
Workforce Representation | Self-ID

Key ■ 2021 ■ 2020

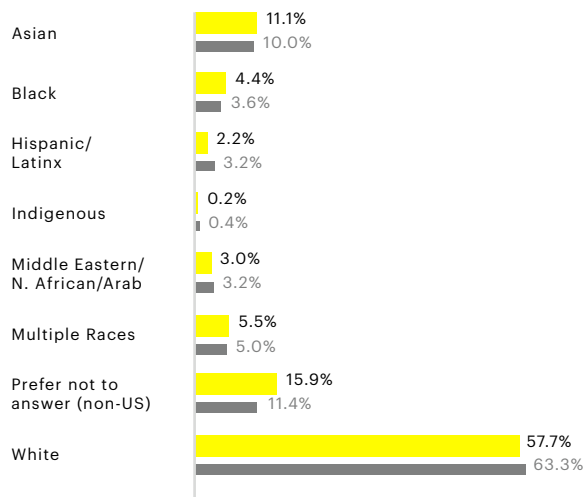
Race/Ethnicity (Australia)



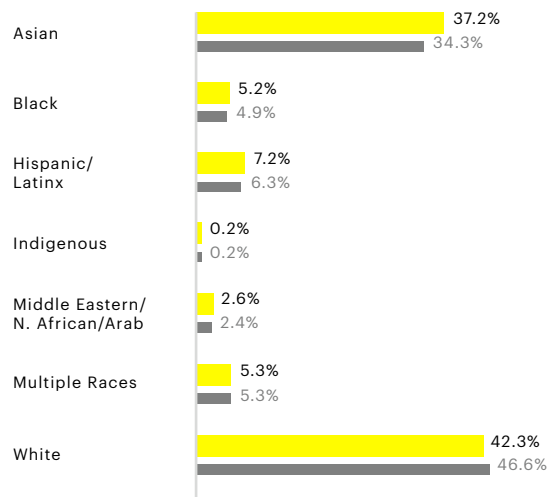
Race/Ethnicity (Canada)



Race/Ethnicity (UK)



Race/Ethnicity (US)



For all charts and intersectional tables in the data section, where a group is not listed there is no representation for that group. 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.

