

# **Snap Inc. Diversity Annual Report 2021**



## 2020 profoundly challenged the way we think and act. It made us consider the sheer scale of the task to embed equity in business and society—from boardroom to courtroom, emergency room to chat room, and everywhere in between.

It exposed discrimination worldwide, and pushed the history of anti-Black racism center stage. The spectrum of racism and hate suffered by Asian, Hispanic/Latinx and other communities finally emerged into public view. We also saw that multiple groups face pervasive inequities from sexism and misogyny, to extreme bias based on gender identity, sexual orientation, disability, and socioeconomic status.

This past year made us look more closely at the bigger things, like the systems that govern companies and countries, as well as the smaller things that shape our daily experience, including the everyday behaviors that make people feel like they belong, or leave them disconnected and alone. We learned many lessons—for example, we need to provide our team members with more data and tools to make informed decisions about diversity, equity and inclusion (DEI). But sometimes what we need most is empathy—more opportunities to walk a metaphorical mile, or even a few steps, in a colleague’s shoes.

In 2021, we are making DEI fundamental to everything we do—from who we hire, to the algorithms we design, to our products that support creativity and friendship. Some of our work will pay off this year, while other work to tackle root causes of inequity may not bear fruit for a generation. And although we are disappointed by how slow progress can be, we are also more optimistic than ever that change is on the horizon.

This report shares our story of changing hearts, minds, and business priorities. We’ve seen how progress is possible. And as companies and countries rebuild post-pandemic, and racial injustice reckonings continue, we are full of hope that the monumental lessons from 2020 will help us create a more just, more equitable world.



A handwritten signature in black ink, appearing to read 'Evan Spiegel'.

**Evan Spiegel**  
Co-founder and CEO



A handwritten signature in black ink, appearing to read 'Oona King'.

**Oona King**  
VP, Diversity, Equity and Inclusion

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Introduction

# Executive Summary

# Executive Summary

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Last year, in our first Diversity Annual Report, we publicly committed to becoming a more fair, inclusive, and anti-racist company. We laid out our comprehensive strategy, with goals, to drive the change needed to live up to that promise within our company, our products, and our larger ecosystem of partners and vendors. We have learned three important lessons from the past year, over the course of doing this work:

**First**, the global racial justice protests proved that one person's story can change the world.

In 2020, the world watched the video of George Floyd's death at the hands of law enforcement. Many communities of color had seen it all before, and knew people who had lived it all before. But this time, with a global pandemic raging, many more people from all backgrounds witnessed with their own eyes the grave consequences of systemic racism—and were moved to take individual and collective action.

Stories create empathy, disrupt stereotypes, and turn statistics that can be overlooked into real people who must be heard. As we move forward, we must better understand and believe the lived experiences of underrepresented and excluded groups, and ensure that they have the opportunity and space to tell their own stories.

**Second**, scaling empathy from those stories among all groups—especially majority groups—is critical. If we want to move the needle and make real change, *all* of us, and especially those in majority groups, must feel intrinsically motivated to improve DEI. Critically, at different times and different places we are *all* in majority groups. For example, many heterosexual and able-bodied people do not yet recognize their majority group status, regardless of their racial or gender identity. Our aspiration is that we *all* recognize when others are marginalized, and then use our majority group status to increase equity.

**Third, DEI is collective work.** At Snap, we have made significant progress internally, but we are not where we want or need to be. And we can only get there if DEI is everyone's job. It cannot be outsourced to one person or team, and certainly should not be the job of underrepresented groups alone.

**These lessons informed the strategy we walk through in this report, built around three key pillars: inspiring empathy, redesigning systems, and driving accountability.**

While each pillar is powerful on its own, in order to create meaningful change they must work together, as an interlocking solution. We must be collectively accountable and empathetic to change our thinking and our systems.

**Section I** of this report addresses each pillar and the key initiatives that support them—all building on the foundation we laid last year. These initiatives include:

**Expanding our company-wide storytelling series,** The Big IDEA (Inclusion, Diversity, Equity and Awareness), in which team members at all levels share candid, deeply personal accounts of their lived experiences with bias and discrimination related to race, class, gender identity, sexual orientation, disability status, and mental health. We first talked about The Big IDEA in last year's report and, in the nine months since, have seen this series prove transformational in scaling empathy to inspire people to act *and* creating the psychological safety needed to share such personal stories. Reflection Councils provided by Snap's Council team have amplified this impact, while a speaker series initiated by our CEO provides an in-depth forum for the whole company to engage with experts working to promote equity.

**Redesigning our product and engineering systems** to build products that work for all Snapchatters. We are both rewriting our machine learning algorithms to remove unconscious bias *and* adopting inclusive design principles into the way we develop our products at the front end. Our new "inclusion-by-design" process is modeled after the way we have built "privacy-by-design" into all our internal systems. And we are committed to building a more inclusive camera for Snapchat, one that is accessible to anyone, inclusive of everyone—in terms of age, status, skin tone, body size, ability, and language—and is shaped by diverse perspectives.

**Rolling out comprehensive accountability mechanisms** across our company to better equip all team members to do their part, and providing better support for members of our Employee Resource Groups (ERGs). This includes incorporating DEI impact as one of the categories we evaluate when measuring the performance of all team members, reviewing the DEI progress driven by our executive leadership team on a quarterly basis, and creating a new ERG advisory council with these executives, to further foster candid conversations, guidance and accountability.

**Section II** shares our 2020 workforce data, including our demographic, intersectional, hiring and attrition data. It outlines the progress we are making toward meeting the initial representation goals we set last year. It also includes the results of our Self-ID survey, which allows us to capture a more inclusive and robust picture of our team, beyond the more limited categories used for regulatory reporting.

Our 2020 data shows that since 2019, our representation numbers stayed largely the same, while we made promising gains in certain priority areas, such as almost doubling the percentage of women in tech leadership roles, and more than doubling our hiring of Black women. For example<sup>1</sup>:

- **Women in tech leadership roles (Director-level and above) increased from 6.7% to 13.7%.**
- **Hiring of Black women grew from 2% to 5.1% of total hires.**
- **Compared to 2019, we increased representation of women on our Board of Directors from 37.5% of independent directors to 50%. Our Board contains eight independent directors, four of whom are now women.**

<sup>1</sup> Statements in this section refer to comparisons of Regulatory Data collected for 2020 and 2019, for a full chart of Comparative Data, see Appendix.

There were also areas where we made progress in the right direction, but at a slower rate than we had hoped. For example:

- **Overall, underrepresented U.S. racial groups in leadership roles increased from 13.1% to 13.6%.**
- **Women’s representation across Snap increased from 32.9% to 33.1%.**

Disappointingly, we lost ground in other important areas. For example, representation for Hispanic/Latinx team members decreased slightly. There were above-average attrition rates for some underrepresented team members, including those who identify as Black, Hispanic/Latinx, and Indigenous.

Another area for improvement is Asian representation<sup>2</sup> in leadership (Director-level and above). This is a key equity metric in the tech industry broadly, as the Asian community is the most underrepresented group in leadership relative to their prevalence in tech’s workforce.<sup>3</sup> This is also true at Snap, where our Asian representation across the company is 34.4%, but Asian representation in leadership is 14.3%. As laid out above, our weak points include:

- **Hispanic/Latinx representation decreased from 6.9% to 6.8%.**
- **Asian representation in leadership decreased from 16.5% to 14.3%.**

One of the ways we fell short was in our initial representation goals. We set them with the right intentions, but they didn’t fully anticipate our rapid rate of growth. We are currently on track to meet our goals to double the number of underrepresented U.S. racial groups at Snap by 2025 and double the number of women in tech roles by 2023. However our objective is to make our workforce more representative. Due to the speed of growth in tech, numeric goals often do not deliver increased representation—*percentage* representation goals do. For example, depending on the number of men you hire, it is possible to increase the *number* of women yet decrease the overall *percentage* of women in the workforce relative to men.

<sup>2</sup> We recognize that the Asian community at Snap is not a monolith and represents many cultures, ethnicities and national origins.

<sup>3</sup> [https://asiasociety.org/sites/default/files/inline-files/HiddenInPlainSight\\_Paper\\_042.pdf](https://asiasociety.org/sites/default/files/inline-files/HiddenInPlainSight_Paper_042.pdf)



Moving forward, we will set representation goals that better index for our future growth and recognize the importance of increasing diversity at all career stages, including leadership, mid-career, and entry levels. We are committing to the following new representation goals, which we will hold ourselves accountable to reach by the end of 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 by 30% in leadership<sup>4</sup>**

As part of our commitment to make progress against the leadership goal, we are investing in a leadership development program that includes support for groups currently least reflected in leadership, and develops multiple leadership styles. We will work to reach our other goals through various programs and initiatives that focus on increasing the diversity of our candidate slates, reducing attrition of underrepresented groups, and creating new pathways into tech for underrepresented groups, such as our Snap Up and Snap Engineering academies.

We hope that in sharing these reflections about which initiatives have been more impactful and those that have fallen short of our ambitions, this report will be useful to others who share our vision for a more equitable future.

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<sup>4</sup> This goal is to increase women in leadership by 30% and U.S. racial and ethnic groups by 30%. Asians are included in our racial and ethnic group leadership goal.

Section I

# Snap's Strategy

# Inspiring Empathy

The Big IDEA: The Inclusion S



By inspiring empathy in people, particularly in majority groups, we've seen a genuine and personal commitment to pursuing DEI goals—not as a box-checking exercise, but because people believe in its inherent value.

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Empathy is often missing from conversations about DEI strategies. Although the lack of diversity, equity and inclusion affects different groups in different ways, it is ultimately a problem for everyone to solve. And unless people genuinely understand this, they are less likely to fully commit to making change.

Over the years, we have witnessed the power of storytelling to seed and scale empathy. During moments of social unrest or celebration, Snapchatters in all parts of the world have shared their lived experiences—enabling people to bear witness and show solidarity in a much more personal and authentic way.

Inspired by this, in 2020, we launched a company-wide storytelling and conversations series called **The Big IDEA (Inclusion, Diversity, Equity and Awareness)**. Team members, including leaders, share candid, compelling, deeply personal stories in front of an audience of Snap team members—on issues like race, gender identity, class, privilege, sexual orientation, mental health and disability status. We heard a Black executive talk about what it felt like to have teachers tell

**In 2020, we launched a company-wide storytelling and conversations series called The Big IDEA.**

him he wasn't cut out for college. An engineer illustrate through her own experiences why assuming gender pronouns can be so harmful. A grandmother of a transgender child advocate fiercely for her grandchild, demonstrating unconditional love and allyship.

The Big IDEA hasn't just put a human face to issues that so many team members typically only consider at an intellectual level. It has also allowed people to interrogate their own discomfort and preconceived notions with curiosity instead of self-judgment—with vulnerability instead of shame. The series has spurred new conversations across the company, between managers and their teams, and across organizations. It's hard to overstate just how brave team members have been in sharing their stories—and what an impact the Big IDEA has had on our company.



L-R: Hispanic Heritage lens and Pride lens

In addition, we offer Allyship workshops to equip our team members with the knowledge, resources and skills to be good allies in the workplace. Of our Snap team members who have participated in these workshops, 96% said they understood what it meant to be an ally after completion—a 35% improvement from those surveyed before taking the workshop.

To complement the Big IDEA and these ongoing Allyship trainings, Snap also offers team members opportunities to participate in group reflection sessions. Team members are guided by expert facilitators, and can process what they've learned and what changes they might want to make. These sessions are a way to deepen people's practice of speaking from the heart and listening with intention—practices that help build connection and empathy.

We believe that by normalizing storytelling and creating psychological safety, we will cultivate a workplace that encourages courageous conversations and curiosity about other people's experiences—and helps translate

inspiration into action. Because that is the foundation for real change.

## Additional Initiatives

### New Tools for Snap Team Members

In order to scale empathy, we needed to create an accessible DEI framework for every team member to understand how they can drive transformational change at Snap. We are rolling out a new “3i framework,” which encourages team members to ask themselves, “What should I do?” on the internal, interpersonal, and institutional levels (the 3is) to promote equity and inclusion. This framework gives team members guidance and tactics to embed an equity lens in their work, ranging from personal behavior with co-workers, to product design, to engaging our Snapchatter community.

### Augmented Reality (AR) Storytelling Initiatives

A core part of our mission is to help Snapchatters learn about the world around them—and AR has the power to be an incredible tool, bringing experiences to life. We have kicked off a series of initiatives that use AR to tell previously untold stories, beginning with a multi-year collaboration with the Los Angeles County Museum of Art. This initiative brings together artists and technologists to create



LACMA x Snapchat National Lens



ERG x Exec Advisory Council

virtual monuments that explore just some of the histories of Los Angeles communities in an effort to highlight perspectives from across the region. In the coming months, we will develop more AR storytelling initiatives that shine a light on the stories and experiences of underrepresented voices and groups around the world.

### Snapchat Creative Council

This past year we relaunched the Snapchat Creative Council, bringing together creative industry leaders to collaborate on campaigns, with an emphasis on pressing societal issues that disproportionately impact underrepresented communities across the globe. In the UK, France and Australia, we partnered with **Creative Equals** to develop market-specific programs to address mental health and civic duty amongst Gen Z. In the

U.S., we partnered with **ADCOLOR** to introduce the first Creative Council at a major platform fully composed of Black creative industry leaders. The U.S. Creative Council focused on addressing the issues of education and mental health within the Black, Indigenous and People of Color (BIPOC) community—challenging teams of young advertising professionals throughout the industry to craft campaigns that resonated with Snapchatters in a meaningful way. The first of these campaigns, “Show Them Who We A/RE”, launched on International Women’s Day in March 2021. The campaign is a call to action, inspired by Black women trailblazers, focused on elevating the next generation, and reached over 12 million people on Snapchat within the first two days alone.<sup>5</sup> The Snapchat Creative Council will continue to introduce programming through-

<sup>5</sup> Snap Inc. internal data March 8 - March 9, 2021

out 2021 to help elevate underrepresented communities across the globe. The Creative Council team is also currently developing the annual brief for the next round of submissions from a diverse and international community of advertising professionals.

### Ensuring Content Better Reflects Our Community

Our ambition is to ensure that our Discover content platform, which we intentionally curate, features content that reflects the diversity of Snapchatters and their interests. To help us better understand how we are living up to that goal, last fall we conducted research into the demographics, interests, and values of our U.S. Discover audience. Relative to the U.S. population, we found that 25% of Discover viewers do not identify as heterosexual, 13% identify as bisexual, nearly 8% identify outside the gender binary, and overall these Snapchatters are more likely to be Black than White or Asian.<sup>6</sup>

**More than half of our Snap Originals featured leads or hosts who are BIPOC or LGBTQ+ talent.**

More data from this study can be found in our Appendix, and in the coming year we will conduct similar research into the makeup of our Discover audiences in other key markets. In 2020, we continued to expand content

that is more fully representative of the Snapchat community; more than half of our Snap Originals featured leads or hosts who are BIPOC or LGBTQ+ talent.<sup>7</sup> This includes Originals such as Life by the Horns, which followed Ezekiel Mitchell on his journey to become the first African American to win the PBR championship in 35 years; Queen of Stylez, featuring transgender celebrity hairstylist Tokyo Stylez, and The Honeybeez of ASU, starring Alabama State University's plus-size dance team.

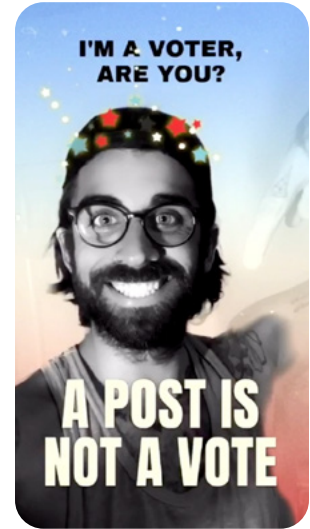
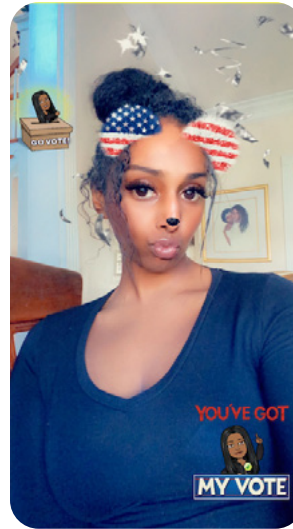
#### FOCUS ON

### Seeding a Diverse Startup Ecosystem

Our **Yellow Accelerator** program continues to invest in diverse startups and founders that are focused on contributing to human progress, often through creative storytelling and inspiration. In our 2021 Accelerator class, seven out of nine companies have at least one BIPOC or woman founder; 52% of our founders are BIPOC; and 56% are BIPOC-founded companies. Historically, across all of our classes, 22 out of 39 companies had at least one BIPOC founder (56%).

<sup>6</sup> Source: Discover Identity Research commissioned by Snap Inc. with KR&I November, 2020

<sup>7</sup> Snap Inc. internal data January 1 - December 31, 2020



Voter Engagement

### Expanding Access to Voter Engagement Tools

Voting is a powerful form of advocacy to make your voice heard. Digital civic engagement tools can help reach young generations and underrepresented groups who have historically been excluded from democratic processes. And Snapchat has unique reach with these groups, including Gen Z, who are of or near voting age. In September 2020, ahead of the U.S. presidential election, we rolled out a new suite of mobile-first products to help Snapchatters navigate every stage of the voting process—from registering to vote, to following through at the ballot box. During this election cycle, we helped more than 1.2 million Snapchatters<sup>8</sup> register to vote through our app; more than half were first-time voters.<sup>9</sup> Going forward, we will continue to expand on these efforts by making sure these new voting tools are leveraged in elections globally and identify more ways we can make it easier for Snapchatters to engage civically.

#### FOCUS ON

### SnapNoir Europe

Our ERGs have chapters across the globe, helping team members curate inclusive cultures grounded in their local communities. For example, last year SnapNoir Europe hosted a series of camaraderie-building events for team members, circulated a weekly newsletter celebrating Black individuals in business, art, and European history during Black History Month, and brought in acclaimed Black thought leaders for discussions on the contributions and history of the pan-African movement.

<sup>8</sup> <https://www.axios.com/tech-dodges-election-bullet-still-faces-misinformation-mess-249d14c7-a504-4bd4-bc0d-19fd54ad66db.html>

<sup>9</sup> Snap Inc. internal data September 10, 2020 - October 12, 2020. See Snap Inc. public filings with the SEC



# Redesigning Systems

HAPPY  
Ram  
Navami

Our North Star at Snap is building products that are fully inclusive of all Snapchatters. No matter where you live, what your background is, what you look like, how you communicate, or your socioeconomic status, you should feel as though Snap products are made for you.

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To truly disrupt bias and fundamentally transform the industry into one that embodies equity, represents everyone, and attracts and retains talent from every background, we must redesign the systems we use to develop our products, hire, and support our team members, and remove barriers to entering careers in the tech industry.

For us, it begins with Snapchat's camera, which our app is centered around. Early film technology used light skin as its chemical baseline.<sup>10</sup> As a result, cameras were initially designed with an assumption of "Whiteness" embedded in their architecture and expected use cases. This legacy continues today: Cameras still haven't widened their aperture to encompass all communities and skin tones.

We want to change that. Our Snapchat Camera is playing an increasingly important role in the lives of our community, and we are building a more inclusive camera that works for each Snapchatter regardless of who they are and

what they look like, and is flexible enough to support their creativity and self-expression. We are starting by partnering with a diverse group of experts outside Snap, including directors of photography, to develop technology that counteracts bias, ultimately improving how our camera represents our community.

We are also adopting an **Inclusion by Design** process into how we develop and evaluate new products. Our approach combines empathy with research to understand how users interact with our products, and we use data science and experimentation to validate

**We believe that better tools and principles for building empathy will translate into products that meet the needs and desires of our global community.**

<sup>10</sup> <https://www.nytimes.com/2019/04/25/lens/sarah-lewis-racial-bias-photography.html>

our findings. We believe that better tools and principles for building empathy will translate into products that meet the needs and desires of our global community. To do so, we incorporate several principles into our product design processes, such as privacy, safety, and inclusive, human-centered design—and we have an intensive review process to determine how each product upholds them.

An equally important area of our work is in machine learning (ML). Historically, technology companies tend to focus on a narrow set of users, and work to optimize their products and experiences for them. As a consequence, products gravitate toward the mean—working well for majority groups, but perhaps not at all for anybody who falls outside of that majority.

Take the face-tracking technology that powers AR Lenses and Filters on Snapchat and other platforms. If the algorithm is told the most important task is to minimize failure in detecting faces in photos or video, and it learns from majority White datasets, it will do well at detecting as many White faces as possible. If the algorithm has not been optimized for variance—if it is not programmed to be as good at looking for anything that’s not White—then it will fail at seeing darker faces. Machine learning also learns from existing data, which means it learns from existing biases around race, gender identity, and other characteristics. The result? These tools don’t work well for people outside the majority dataset.

What we do know is that machine learning improves with more data. As we aspire to

using a dataset that is more representative of our diverse user community, the biggest challenge we’ve encountered is around collecting this data to reduce this bias. The dimensions of data where this is an issue—race, religion, and gender identity—are generally so sensitive that we don’t solicit this information from users. This is true, for example, with ads, where our commitment to privacy precludes us from collecting any of that data. Without more data inputs into the system, it’s much harder to understand the scope of the challenge and where to begin to address this bias.

And if we aren’t aware of the bias, we can’t solve it.

There are no easy solutions to these challenges, but we are committed to solving them. As we work toward our mission of building a more inclusive camera, we will continue to prioritize variance to ensure that our products work for everyone, accepting that this approach is unconventional, slower, and more challenging. We know applying an equity lens for meaningful and sustainable change takes time—and we are willing and eager to do the work.

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## Additional Initiatives

### Reducing Bias in Machine Learning

As explained above, while ML is a powerful tool that can help personalize a Snapchatter’s experience, it’s inherently designed to learn and optimize in aggregates. So while the overall product experience may improve per global

measures, we may be coming up short for certain populations within our community. To this end, we're investing in tooling, processes, and frameworks to help ensure our ML models are both data-driven and human-guided. For starters, we're working with product teams across the company to outline possible "failure scenarios" (e.g., our models learn unintended outcomes or biases that result in undesirable experiences). As part of an initiative to democratize our ML tools and processes for our product and engineering teams and external partners, we are building tools to improve observability, predictability, and debuggability of ML models. Additionally, a cross-functional working group is developing a robust framework for how we think about bias and fairness within the realm of Artificial Intelligence.

#### FOCUS ON

### Tammarrian Rogers

A longtime senior member of Snap's engineering team, Tammarrian Rogers now leads our inclusive engineering program as Engineering Director for Inclusion:

**"I'm excited about where Snap is heading in this space. We are disrupting our software and hardware development lifecycles in order to systematically generate inclusive product experiences for our diverse, global community."**

### Engineering Team's Approach to DEI

We're also evolving our approach to diversity and inclusion in our Engineering department, not only in terms of representation and culture, but also around how we build and release our products. We understand this requires rethinking our ways of working, redesigning some of our systems and in some places, simply breaking them and building something new. To help lead this effort, we've created a new role of Director, Engineering Inclusion to lead our engineers in developing more inclusive products. We are also conducting an audit of Snap's codebase and technical documentation to identify and replace legacy terminology that has been commonly used across the tech industry, such as changing "Slave" to "Secondary," "Master" to "Main," "Whitelist" to "Allowlist," and "Blacklist" to "Blocklist." We've already completed our first major step in renaming our internal, beta version of the Snapchat app from "Master" to "Gold." The Engineering team is engaged in a year-long project to build and run tools to eliminate these terms in our code base.

### Implementing More Inclusive Recruiting and Hiring Practices

We've found that successful, high-impact team members at Snap embody the behaviors associated with our company values of being kind, smart, and creative. We are implementing a structured and streamlined interview process that focuses on evaluating candidates on these values-based behaviors. We have also removed the requirement of a

four-year college degree for many new jobs, allowing applicants with relevant experience equivalency to be considered. Removing this barrier to entry allows us to recognize multifaceted pathways to skills and knowledge acquisition and, ultimately, support building more diverse perspectives on our teams.

#### FOCUS ON

### ERGs Leading Through Community Crises

Our ERGs have taken on unexpected but impactful roles supporting team members during community-wide crises. **SnapAsia** provided incredible support to their members during a difficult year for many Asian communities, including leading an awareness campaign through product activations, creating space for Asian team members to process their feelings and advocating for increased safety precautions at certain office locations. This type of critical convening and advocacy mirrors efforts of **SnapNoir** for our Black team members following the killing of George Floyd.

#### Investing in Retention of Underrepresented Team Members

We are investing in strategies to develop and retain our talent from underrepresented groups. In 2020, we kicked off a mentorship

program, in which over 100 of our Snap engineering and product team members mentored almost 200 mentees, primarily women and team members from underrepresented groups. In 2021, we partnered with BetterUp, a career and development coaching platform, to provide professional coaching support to Snap team members. Additionally, we launched a leadership and professional development program for our ERG Leads.

#### Developing Underrepresented Tech Talent

Throughout 2020, we continued to expand our efforts to provide meaningful career opportunities to groups that have been historically disconnected from opportunities in the tech sector, such as women, BIPOC individuals, community college students, and youth who may have experienced homelessness, foster care, or the juvenile justice system. Our Snap Design and Engineering Academies provide support for students to participate in a free summer program, where they learn product design and engineering skills. To date, 70 community college students have graduated from our

**Our Snap Design and Engineering Academies provide support for students to participate in a free summer program, where they learn product design and engineering skills.**

Academies, and 13 alumni have been hired as paid interns. We also hire alumni for specific projects, including hiring a Snap Design Academy alumna to provide graphic design support for this report. This summer, we will be hosting our fourth Snap Design Academy, our second Snap Engineering Academy, and we will launch two new Academies: the Snap Lens Academy, in partnership with the Los Angeles County Museum of Art (LACMA), to prepare students for careers in AR and Lens creation, and the Snap Storytelling Academy focused on marketing, brand strategy, and communications. In addition, we are doubling the enrollment of the Snap Up apprenticeship program, where we hire recent college grads with little to no traditional tech experience as full-time engineering apprentices.



SnapCode for March on Washington Lens

# Driving Accountability



At Snap, we believe DEI must be built into how we do business. That's why the third part of our strategy is driving accountability—because, ultimately, we count on every Snap team member to make sure that we meet our DEI goals.

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This means that Snap executives must set the right tone and build an inclusive culture. Each of us, no matter where we sit in the organization, is responsible for working with them to create a healthy environment that brings us closer to our vision of equity.

Traditionally, companies manage accountability as a negative rather than a positive force, using it to punish employees, rather than motivate them. Our goal at Snap is to view DEI accountability from the perspective of empathy and inspiration, where people feel personally committed to our goals, are incentivized to try innovative new ideas, and have permission to make mistakes and learn from them.

That starts with treating DEI like any other business priority—using data, tracking goals, and tying progress to team members' contributions toward advancement. In 2020, we launched an internal Diversity Data Dashboard, an analytics tool that provides executives with aggregated data about their own organization in real-time. Rather than relying on a one-time, annual report executives can check their DEI progress year round in the

areas of hiring, leadership, and attrition. This enables them to identify focus areas and create strategic initiatives on an ongoing basis.

At the same time, each executive is required to include DEI Objectives & Key Results (OKRs) in their team's strategies, review progress at least quarterly, and ensure that individual team member OKRs ladder up into the company-wide goals. To ensure executive accountability, in 2021, Snap started linking our executive performance evaluations and bonus recommendations with their progress toward our DEI goals.

Snap executives are meeting our challenge to provide bold leadership and dig deep—to personally engage and lead their teams to a heightened awareness around DEI, and greater DEI expertise as a core business attribute.

**Our goal at Snap is to view DEI accountability from the perspective of empathy and inspiration.**



## Additional Initiatives

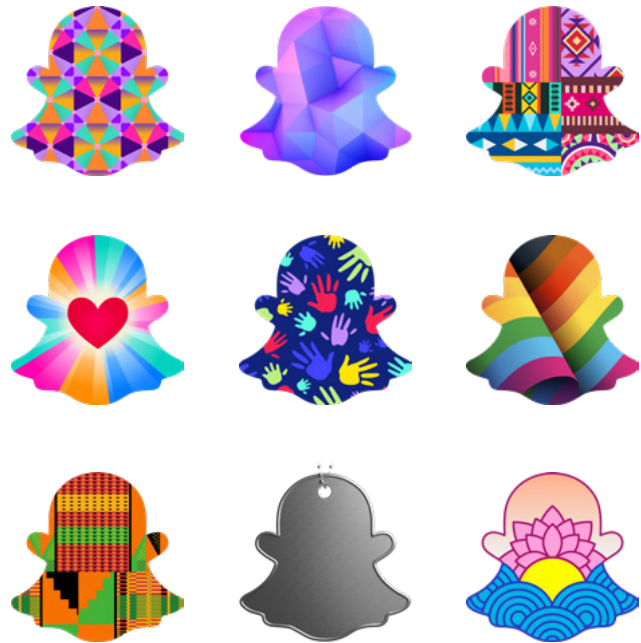
### Launched a New Advisory Council Between ERGs and Executive Leadership Team

In the wake of 2020's racial justice movement, our ERGs worked more closely with our C-suite, forging stronger relationships with them. This helped deepen executives' understanding of the lived experience of inequity, and inspired them to commit to incorporating DEI more comprehensively into their business goals. After a series of conversations led by SnapNoir (our ERG for team members from the African diaspora at Snap), we formed the ERG x Exec Advisory Council. The ERG x Exec Advisory Council provides all ERG Leads with the opportunity to influence and/or provide feedback on DEI business goals set by executives, as they relate to their community, and to the overall DEI strategic plan. This is critical—because when it comes to meeting goals, accountable leadership can be the difference between success and failure.

### ERGs Professional Development Program

Our ERGs are critical to building a diverse and inclusive culture and advancing work that supports our DEI strategies. In 2021, we began rolling out the ERG Lead Professional Development Program to invest in the growth and development of ERG Leads, through targeted leadership development and coaching. We want to provide tools to empower and support Leads to achieve their

ERG community objectives. As part of this program, we also will begin rewarding ERG Leads in the form of additional equity grants, in recognition of their leadership, hard work, and commitment to building a more inclusive and affirming culture.



Snap ERGs — *Top row, L-R: SnapKaleidoscope, SnapWomen, SnapFamilia; Middle row, L-R: SnapAbility, SnapParents, SnapPride; Bottom row, L-R: SnapNoir, SnapVets, SnapAsia*

### Refocused Our Performance Review Process to Measure Contributions that Align with Our Values, including DEI

External research shows that people from underrepresented groups, including women and people of color, tend to get lower quality and less frequent feedback than those in majority groups.<sup>11</sup> We believe performance

<sup>11</sup> <https://hbr.org/2016/04/research-vague-feedback-is-holding-women-back>

review systems are a high leverage point when it comes to creating equity in the workplace. They are often a primary point where team members give and receive feedback and often influence promotions. We have redesigned our performance review system to focus on values-based behaviors as well as impact, and provided our managers with training and resources on how to minimize unconscious bias when delivering feedback to individuals. These values-based behaviors reflect our goals to be an inclusive, diverse, equitable and aware company. As of 2020, we also evaluate each team member on their respective contribution to diversity, equity and inclusion at Snap. This is taken into account when assessing a team member's overall impact, which factors into decisions around promotions and performance-based bonus awards.

### Expanded Our Self-ID Survey

Typical categories used for regulatory reporting often don't leave room for people to fully identify themselves. That's why in 2019, we launched our Self-ID Survey, a voluntary survey for U.S.-based team members to ensure that our DEI information is robust and inclusive. In 2020, we expanded the survey to include our UK-based team, significantly increased the response rate (up from 60% to 75%), and introduced a new methodology to collect data on "multiple races." This information will help us better meet our team members' needs, including by enhancing our benefits to support their full identities (e.g., emergency childcare for parents or increasing transgender benefits). The goal is to create a more inclusive environment for everyone.

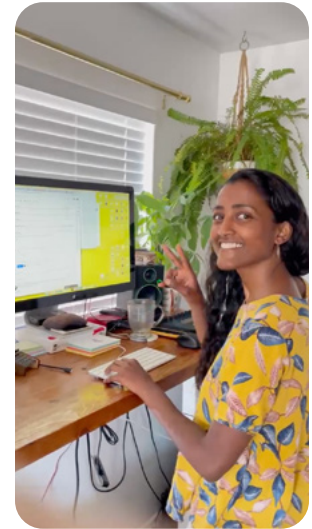
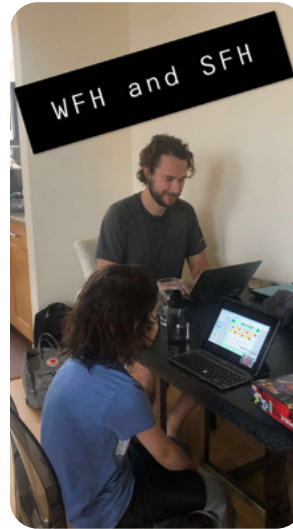
#### FOCUS ON

### The Importance of Psychological Safety

Having engaged team members is critical to developing an inclusive culture. One key driver of engagement is psychological safety, creating an environment where team members feel the freedom and safety to engage, without fear of retribution, embarrassment, or harm to their relationships. This concept is an integral part of our leadership development programs, where we teach managers how to create psychologically safe environments for their teams.

### Support for BIPOC Suppliers, Vendors and Creatives

We are committed to expanding our support for BIPOC vendors, suppliers and creative talent, and have made important strides forward across key parts of our business. To get a comprehensive view of our supplier base throughout Snap, last year we conducted a supplier diversity audit and introduced diversity demographic questions in our RFP process across Snap. Unsurprisingly, our supplier audit revealed that we can do more to support minority, LGBTQ+, disability, women and veteran-owned businesses. To hold ourselves accountable, we are committing to double our current spend on businesses owned by under-represented groups by 2023. In 2020, at least



WFH Life at Snap

half of the creative productions overseen by our Marketing team were awarded to outside teams with at least one BIPOC creative playing a lead role on the campaign; 59% of these productions had directors from diverse backgrounds; and 68% had editors from diverse backgrounds. Going forward, we are setting a goal of awarding 50% of all single-bidder productions to underrepresented directors, and including an underrepresented director in 100% of all triple and double bidder productions. The Marketing team has also established a target of spending at least 15% of its U.S. digital media budget with BIPOC created or owned media channels and publishers. Our Sales team has partnered with Official Black Wall Street and Re:Store to increase representation among our advertiser base. Through these collaborations, Snap has supported over 30,000 Black business owners, increased visibility for Black-owned businesses on the Snap Map, and sponsored the inaugural Official Black Wall Street Entrepreneur of the Year awards.

#### FOCUS ON

### Supporting Our Team During 2020's Challenges

For team members balancing family care and work, we offered additional back up child care and a pod placement program to help them find safe, short-term and permanent care options. We also rolled out wellness reimbursements, offered personal finance support, expanded our mental health benefits, added a "racial stress" option for team members when choosing a therapist, and offered a new benefit with Liberate, a daily meditation app for the Black community.

## Open Sourcing DEI

In last year's report, we shared our ambitions to first continue to improve within Snap, and then work to open-source the future of DEI. That means making DEI knowledge and resources available to all, and collaborating on new solutions. We know how challenging our own journey has been, and as we continue implementing our strategy, we want to be able to share our learnings with others across our industry—big and small—and collaborate with our peers. We're taking an important step today by joining Intel, Nasdaq, Dell and NTT DATA to announce a new industry coalition, the Alliance for Global Inclusion, that will focus on helping member companies make progress in four critical areas: leadership representation, inclusive language, inclusive product development and STEM readiness in underserved communities. This work will include using shared diversity and inclusion metrics to track improvements, provide information on current best practices and highlight opportunities to improve outcomes across industries. In the coming months, we will have additional details to share about our cross-industry work to help drive meaningful collective solutions.

### FOCUS ON

## Finding Global Community Through Virtual Experiences

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**SnapPride** chapters around the globe used the shift to virtual working to combine forces, creating inspirational and meaningful experiences for their members including a global coming out storytelling event, a global fundraising event for **Rainbow Railroad** and repeating events so members in multiple time zones were able to participate.

# Conclusion

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As we continue our DEI journey, we understand that long-lasting, systemic change cannot be achieved in one reporting cycle.

Rather, real change takes many years and many champions. That's why our plans set out to embed DEI in all our company processes and priorities, and we ask all our team members to be leaders in DEI. We also know that there is no one solution, and no silver bullet. By focusing on how the three pillars of our DEI strategy—**inspiring empathy, redesigning systems,** and **driving accountability**—work in concert, we are starting to make progress.

Above all, we're changing how we *think*. This work is about more than just an intellectual understanding of equity—it takes a deeper, more personal understanding of each other's life experiences. It is by seeing each other's full humanity that we are motivated to do the hard work every day. We are deeply committed for the long-term because DEI couldn't be more important to us: It is about who we are, the values we hold, and what we put out into the world.

Section II

# Snap's Data

# Deep Dive: Our 2020 Data

In last year's report, we shared our plans to transition to a more inclusive methodology for collecting race and ethnicity data, with an intentional focus of providing greater opportunity for team members to affirm the nuance of their identities. The DEI Self-ID Survey helps us better understand the demographic make-up of our team, as well as issues of over and under representation.

Generally, the term "underrepresented group" includes, but is not limited to, people who identify as women, non-binary, LGBTQ+, veterans, people with disabilities and certain racial and ethnic groups. In this report, we define "underrepresented U.S. racial groups" as Black, Hispanic/Latinx, Indigenous, Middle Eastern/North African/Arab and Multiple Races.

We recognize that "underrepresentation" differs based on location and context. For example in the U.S., the Asian community is underrepresented in tech leadership roles, but not across the tech workforce generally. In the UK and Europe, however, the Asian community is underrepresented at all levels. For a full explanation of both methodologies, please see the Data Section. Our new methodology allows for:

**Greater use of more accurate self-ID data**

**More options for people who are multiracial to express their identity**

**Inclusion of additional groups including non-binary within gender, and Middle Eastern/North African/Arab within race/ethnicity**

## Data Top Lines

We highlight changes below, first offering an apples-to-apples comparison between 2019 and 2020 data. The data in parentheses, which also appears in this report's data visualization, shows current representation using the new methodology to which we are transitioning.<sup>12</sup>

### Representation

- Women's representation company-wide increased from 32.9% to 33.1%  
(*new methodology: 33%*)
- Women's representation in tech increased from 16.2% to 16.7%  
(*new methodology: 16.5%*)
- Black representation across Snap increased from 4.1% to 4.9%  
(*new methodology: 4.9%*)
- Hispanic/Latinx representation across Snap decreased from 6.9% to 6.8%  
(*new methodology: 6.3%*)

### Hiring

- Hiring of Black women more than doubled from 2% to 5.1%  
(*new methodology: 4.8%*)
- Hiring of Black team members increased from 5.7% to 9.3%  
(*new methodology: 9.2%*)
- Hiring of Hispanic/Latinx team members decreased from 9.3% to 6.5%  
(*new methodology: 6.2%*)

### Leadership

- Women in tech leadership (Director and above) increased (6.7% to 13.7%)  
(*new methodology 13.7%*)
- Underrepresented U.S. racial and ethnic groups in leadership roles (Director and above) increased from 13.1% to 13.6%  
(*new methodology: 17.4%*)
- Women independent directors on Snap's Board of Directors increased to 50%
- Asian representation in leadership, company-wide decreased from 16.5% to 14.3% (*new methodology: 14.3%*)

### Attrition

- 2020 was a unique year that saw reduced attrition across the board—falling by more than half across Snap. Despite this, our attrition index (where average attrition is scaled at "1.00") saw some underrepresented groups leave at above average rates: women globally (1.02), Black (1.87), Hispanic/Latinx (1.10), and Indigenous (5.55).

<sup>12</sup>After providing full transparency with the data change this year, next year our report on 2021 data (our 2022 Diversity Annual Report) will move forward with the new methodology only.



## Self-ID data: moving beyond race and gender

- In 2020, we began to launch Snap's DEI Self-ID Survey outside the U.S., starting with the UK where employees were able to self-identify as LGBTQ+, having a disability, being a veteran, a parent, a caregiver, or the first generation in their family to complete college (as a proxy for socio-economic status).
- The Self-ID Survey is voluntary, and we are thrilled to move from a 60% response rate of Snap employees in 2019 to 75% in 2020.

## Progress toward our 2020 Representation Goals

- We are tracking positively towards meeting the goals we set last year.
- Double the number of women in tech by 2023: Snap has made 29.7% progress towards this goal and is on track to achieve it.
- Double the number of underrepresented U.S. racial minorities by 2025: Snap has made 21.4% progress towards this goal and is on track to achieve it.

Given our progress against these goals to date, we have set additional, more meaningful goals that challenge us to increase representation as we grow. Our new goals are laid out on page 9 of our Executive Summary.

## 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.

**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 gender inclusive, though we recognize another option is Latino/a.

**Military Organization:** any military organization regardless of geographic location.

**Multiple Races:** a person who generally identifies with more than one race and/or ethnicity. This year on our DEI Self-ID Survey we asked 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. Non-binary 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. This year on our DEI Self-ID Survey we asked 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 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 US 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.

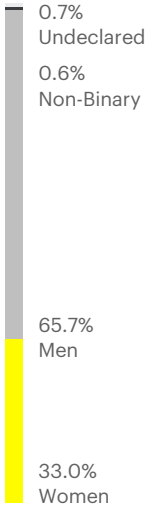
**Undeclared:** team members for whom we do not have a record of gender.

# Snap's 2020 Workforce Data

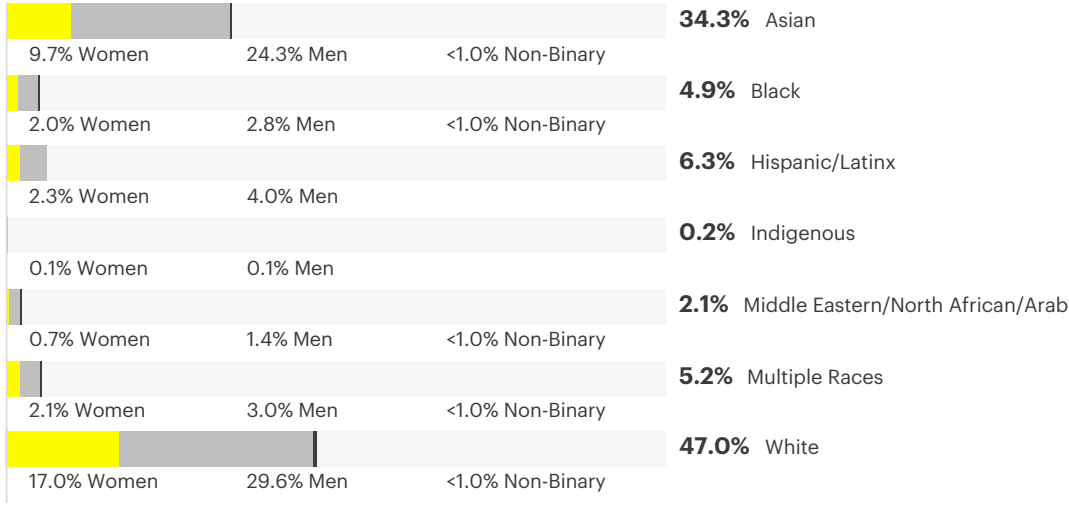
This year, we changed how we collect and report on our demographic data. Rather than relying solely on data collected for the purposes of US government reporting (Regulatory Data), we used data collected from Snap's DEI Self-ID Survey as our primary data source and supplemented this with Regulatory Data when Self-ID Survey data was not available. We also adjusted the data collection methodology for race/ethnicity to be more inclusive of those who identify as Multiple Races (see Data Notes for full explanation).

While this means that the data we share in this report isn't an apples-to-apples comparison to our last report (for the direct comparison, see the Appendix), we believe the way we now collect and report demographic data reflects Snap team members' identities more accurately and authentically and is a more inclusive approach in the long-term.

### Gender (Global)



### Intersectional Race/Ethnicity (US)

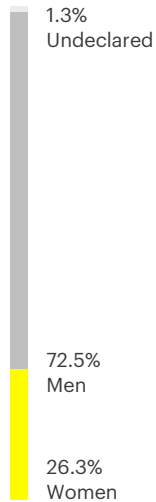


For all charts in the Data section, Non-Binary is not labeled for intersectional data cuts where there is no representation. All percentages have been rounded to the nearest tenth. As a result, the percentages for total gender and/or total race/ethnicity may not always add up to 100%.

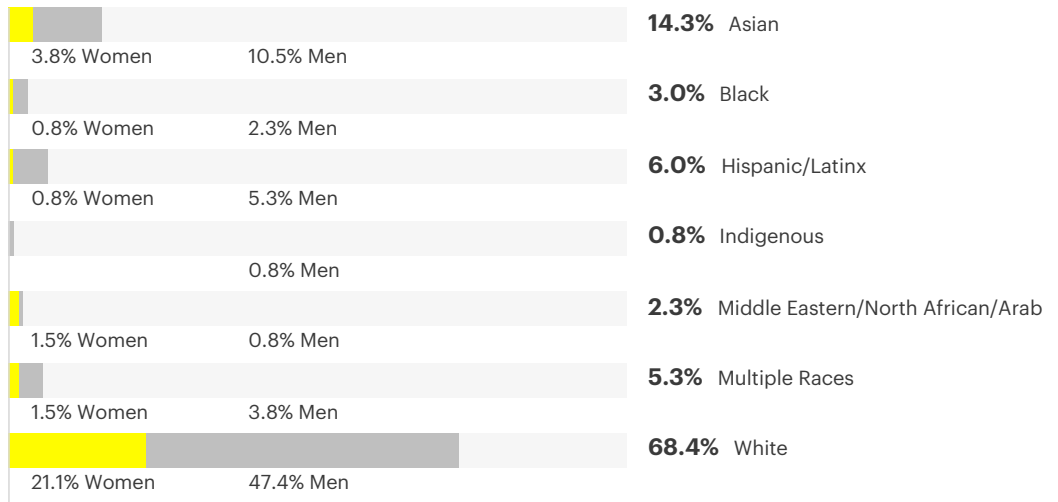
# Intersectional Leadership Representation

## Director+

### Gender (Global)



### Intersectional Race/Ethnicity (US)

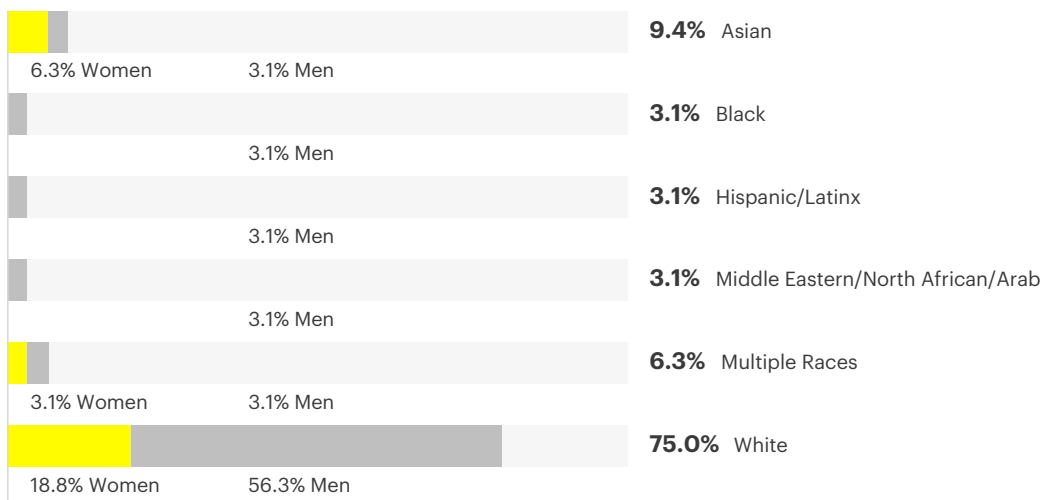


## Vice President+

### Gender (Global)



### Intersectional Race/Ethnicity (US)



There is no Non-Binary representation in our Director+ or VP+ populations.  
 There is no Indigenous representation in our VP+ population.

# Leadership Representation

## Executive

Gender (Global)

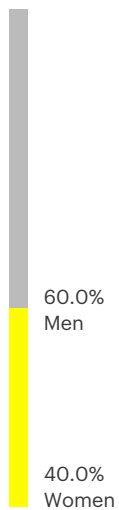


Race/Ethnicity (US)

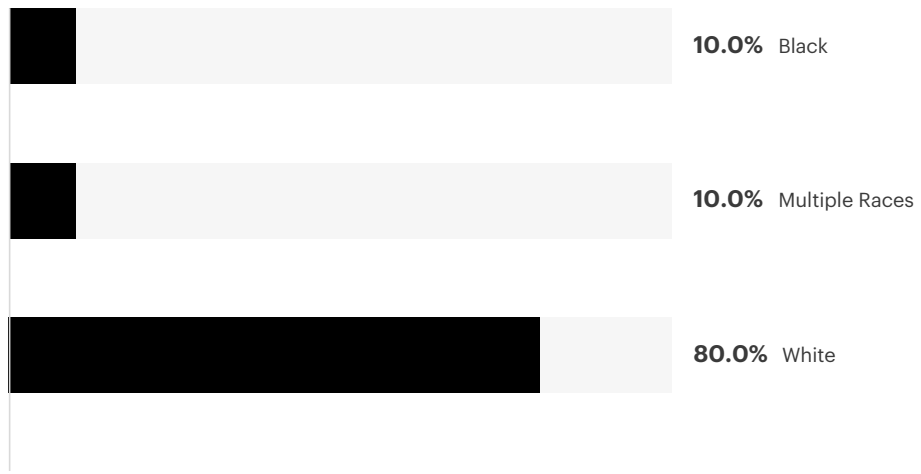


## Board

Gender (Global)



Race/Ethnicity (US)



Executive is defined as Snap’s Executive Team, which includes Snap C-Suite and additional members of the team that report to our CEO.

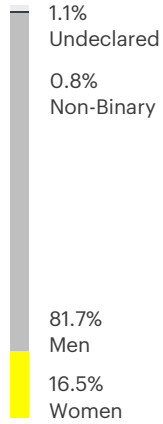
There is no Non-Binary, Asian, Hispanic/Latinx, Indigenous, or Middle Eastern/North African/Arab representation in our Executive and Board populations.

Chart includes both Snap’s eight independent directors and its two executive directors. For statistics on independent directors only, see page 7.

# Global Gender Representation

## Tech

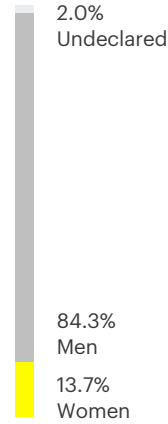
### Company-wide



### People Managers



### Director+

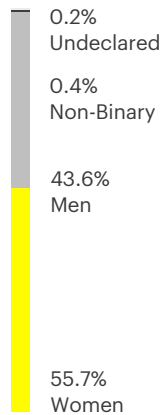


### Vice President+

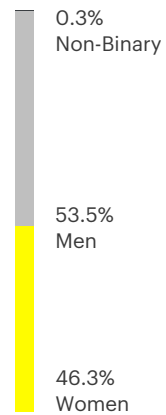


## Non-Tech

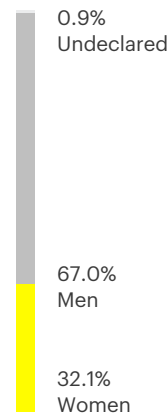
### Company-wide



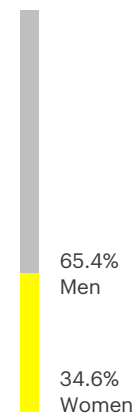
### People Managers



### Director+



### Vice President+

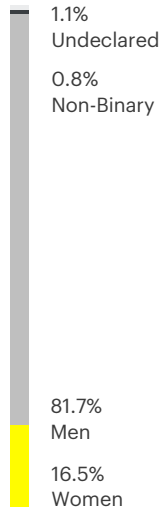


We define Tech at the individual team member level based on the specific characteristics of their job. See page 34 for full definition.

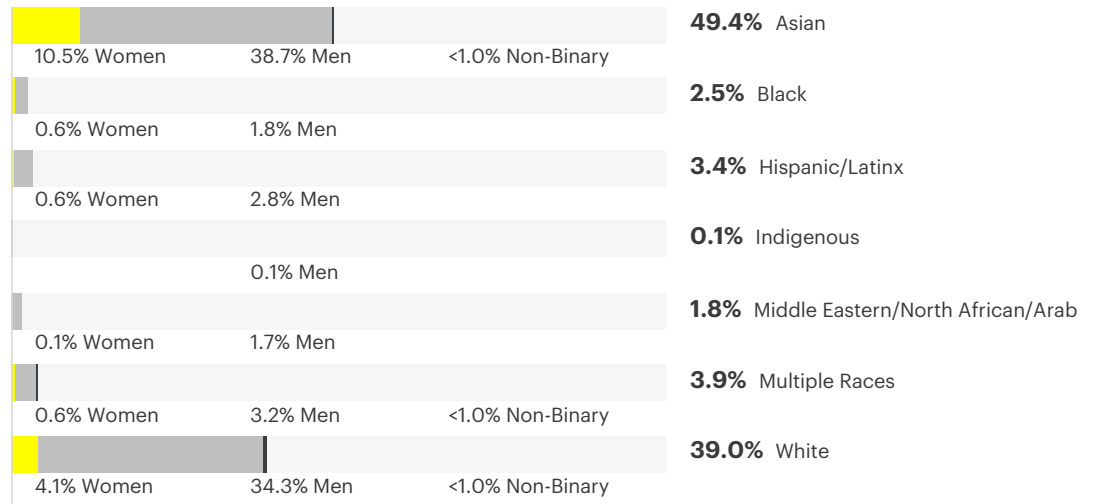
# Intersectional Representation | Company-wide

## Tech

### Gender (Global)

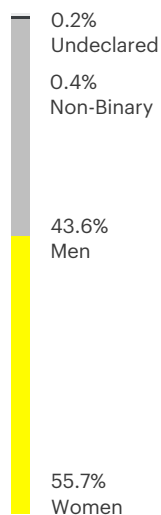


### Intersectional Race/Ethnicity (US)

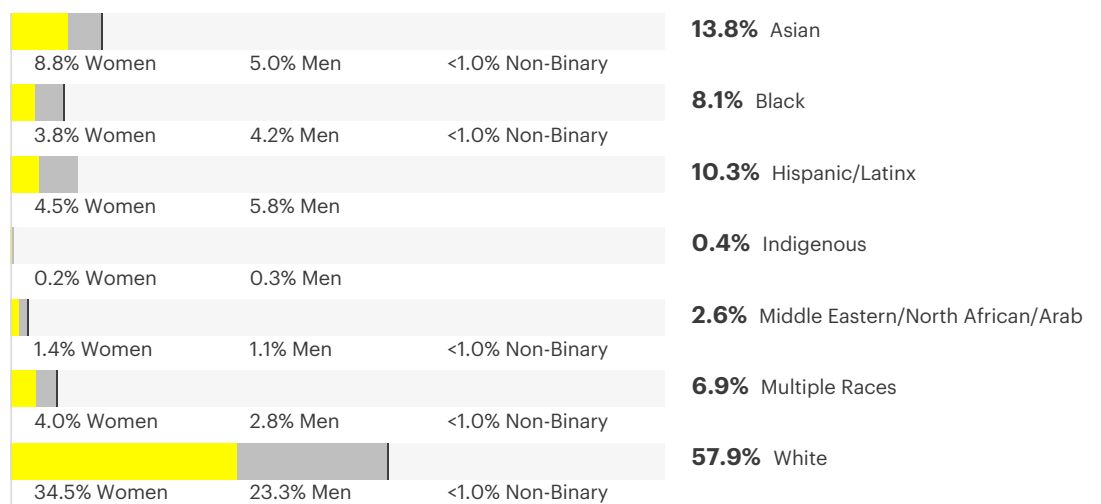


## Non-Tech

### Gender (Global)



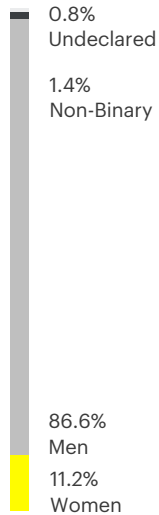
### Intersectional Race/Ethnicity (US)



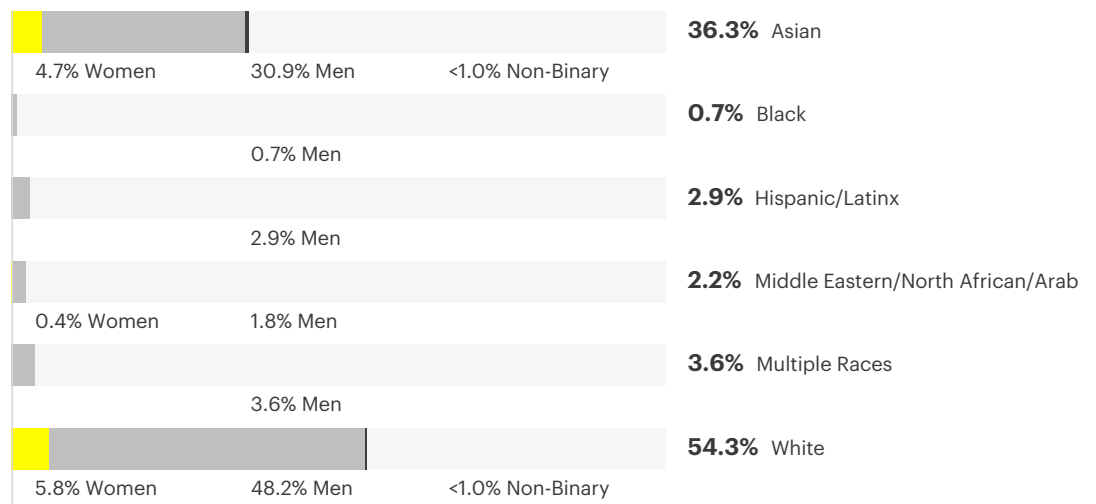
# Intersectional Representation | People Manager

## Tech

### Gender (Global)

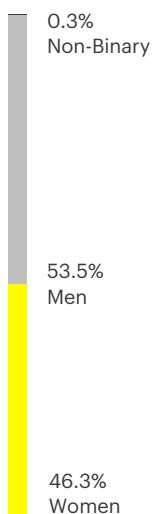


### Intersectional Race/Ethnicity (US)

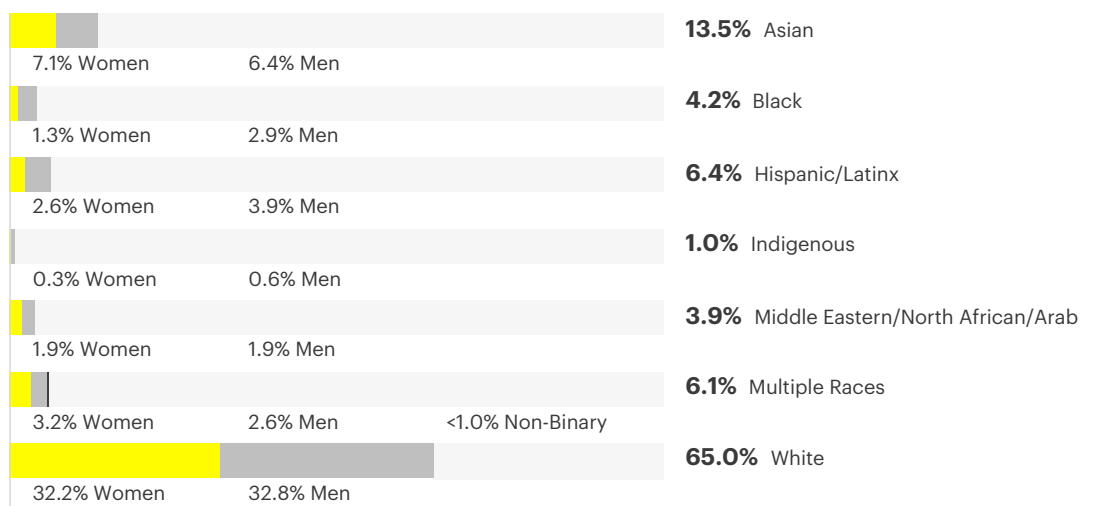


## Non-Tech

### Gender (Global)



### Intersectional Race/Ethnicity (US)



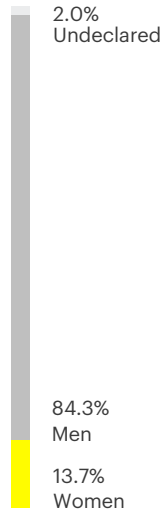
There is no Indigenous representation in the People Manager population for Tech.



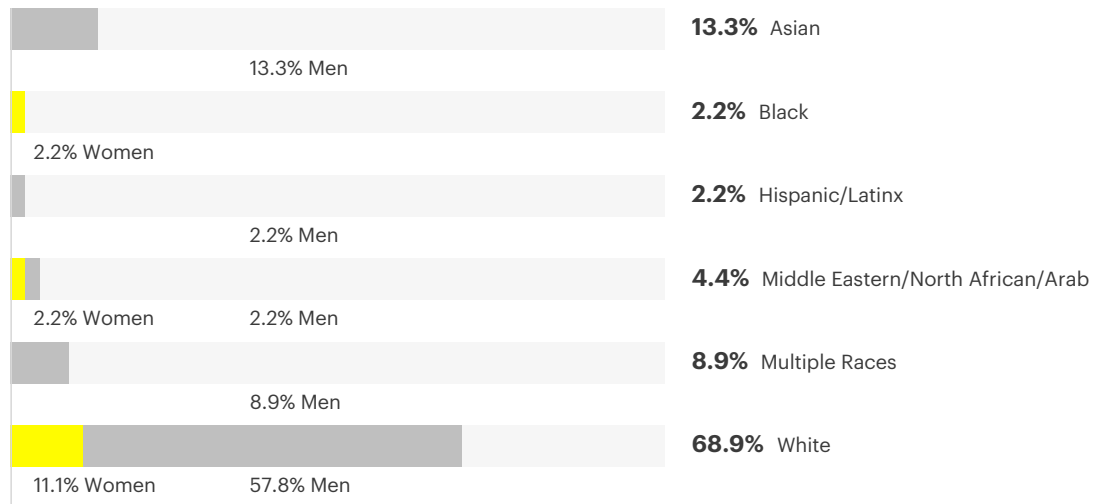
# Intersectional Leadership Representation | Director+

## Tech

### Gender (Global)

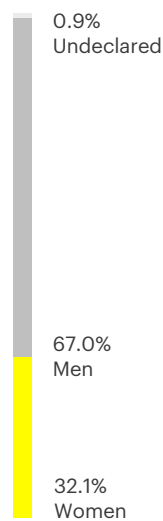


### Intersectional Race/Ethnicity (US)

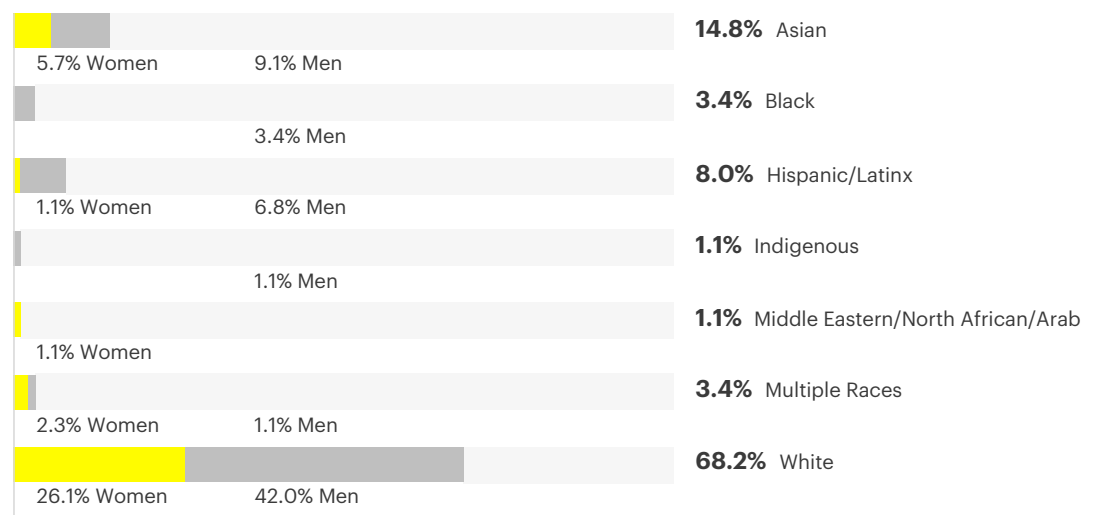


## Non-Tech

### Gender (Global)



### Intersectional Race/Ethnicity (US)



There is no Non-Binary representation in our Director+ population for both Tech and Non-Tech.  
 There is no Indigenous representation in our Director+ population for Tech.

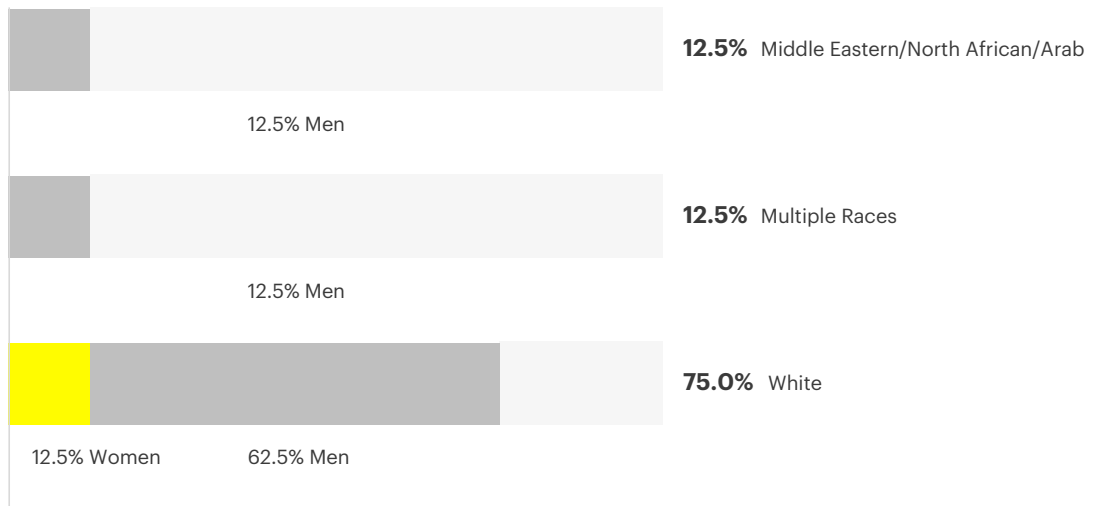
# Intersectional Leadership Representation | Vice President+

## Tech

### Gender (Global)

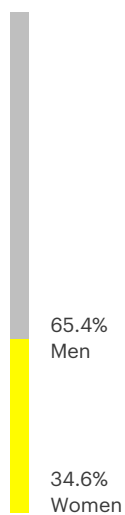


### Intersectional Race/Ethnicity (US)

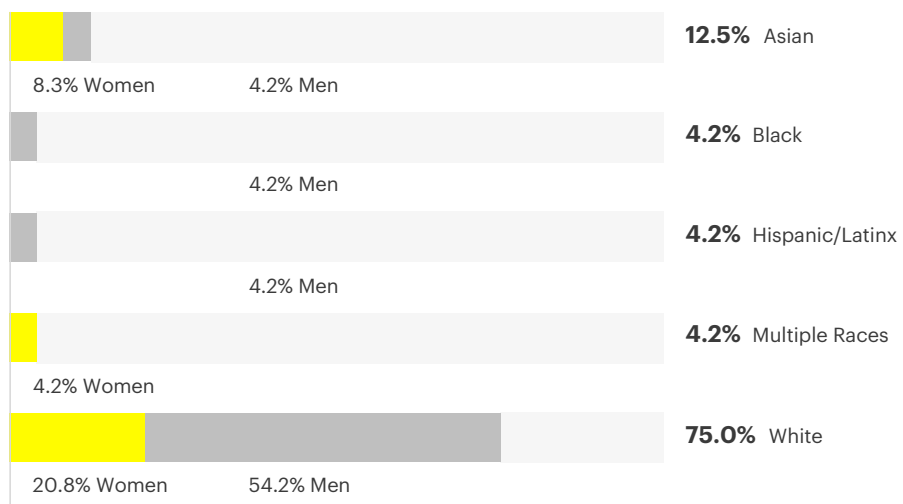


## Non-Tech

### Gender (Global)



### Intersectional Race/Ethnicity (US)



There is no Non-Binary representation in our VP+ population for both Tech and Non-Tech.

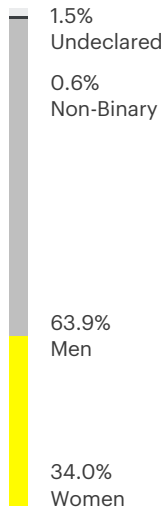
There is no Asian, Black, Hispanic/Latinx, or Indigenous representation in our VP+ population for Tech.

There is no Indigenous or Middle Eastern/North African/Arab representation in the VP+ population for Non-Tech.

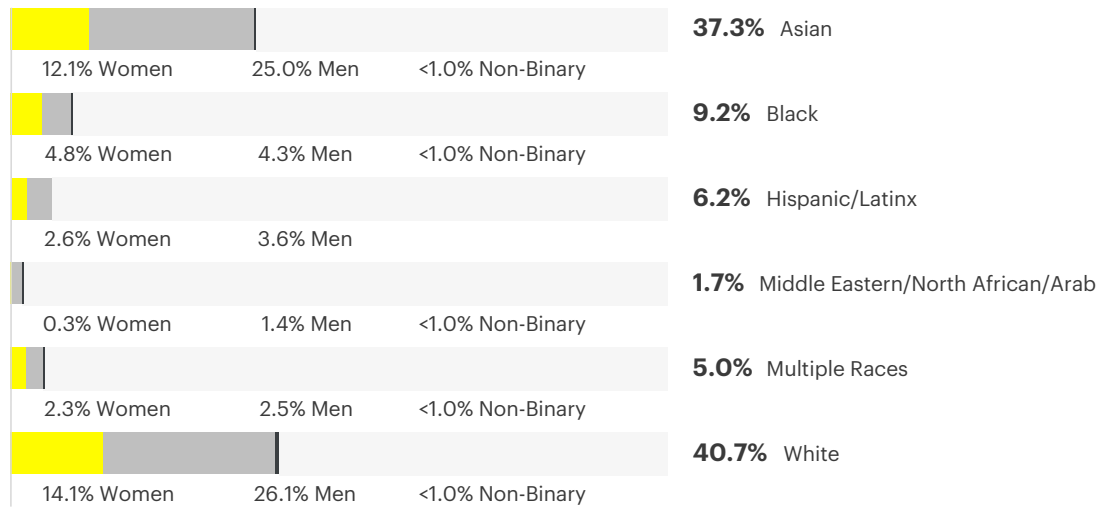
# Intersectional Hiring

## Company-wide

### Gender (Global)

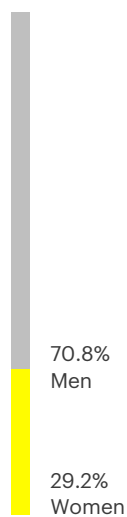


### Intersectional Race/Ethnicity (US)

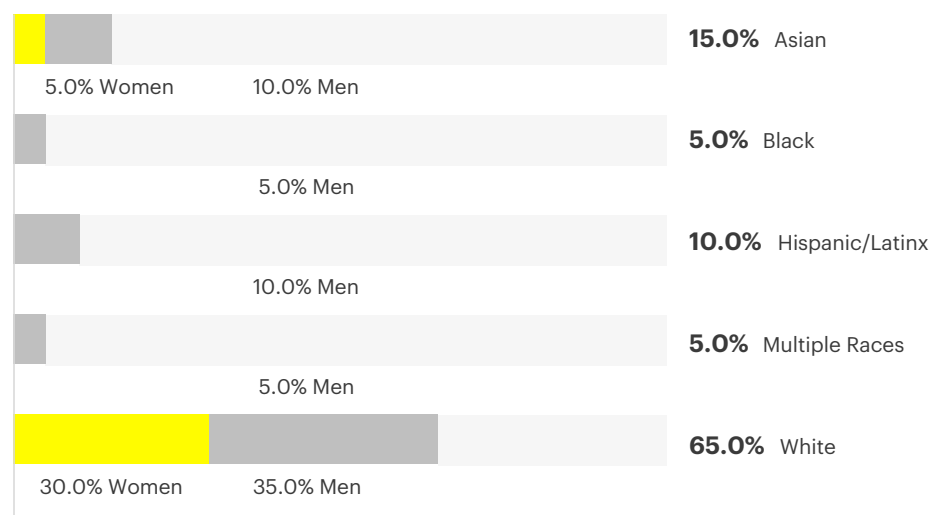


## Leadership (Director+)

### Gender (Global)



### Intersectional Race/Ethnicity (US)



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

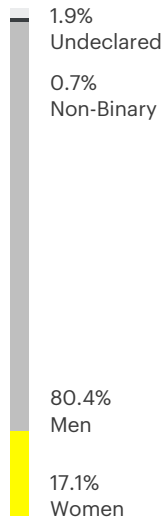
There is no Indigenous representation in Company-wide hiring.

There is no Non-Binary, Indigenous or Middle Eastern/North African/Arab representation in hiring for Director+ roles.

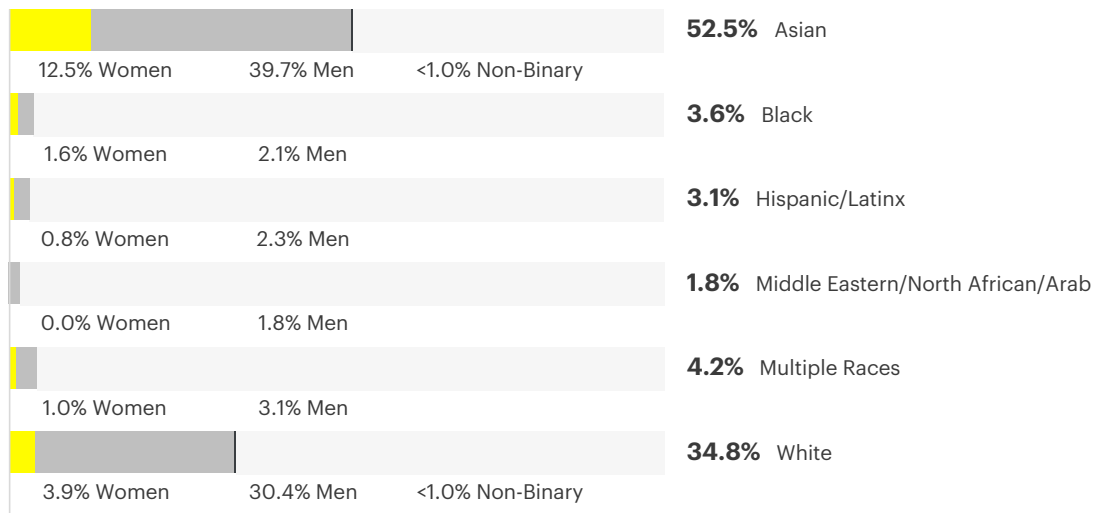
# Intersectional Hiring

## Tech

### Gender (Global)

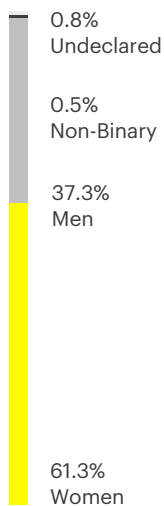


### Intersectional Race/Ethnicity (US)

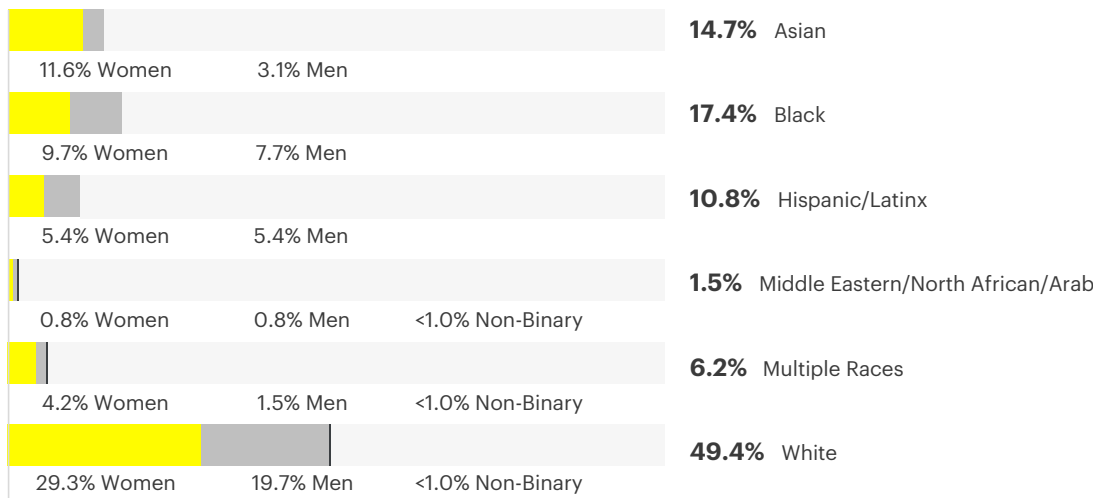


## Non-Tech

### Gender (Global)



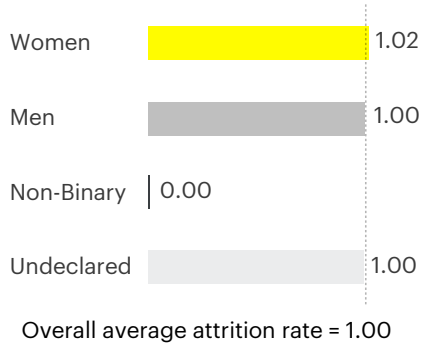
### Intersectional Race/Ethnicity (US)



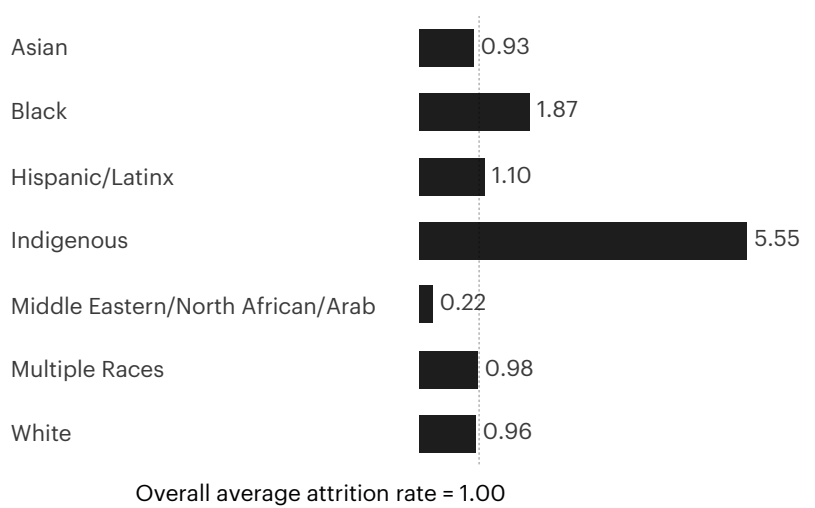
There is no Indigenous representation for both Tech and Non-Tech hiring.

## Average Attrition Index | Company-wide

### Gender (Global)

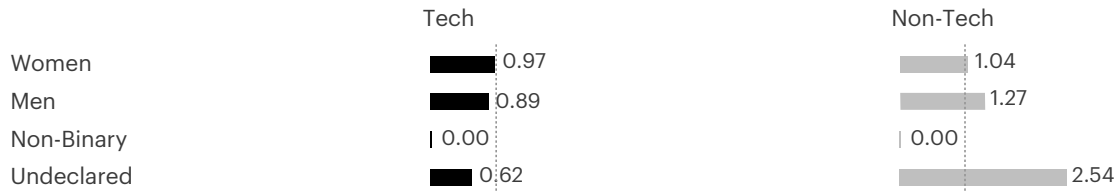


### Race/Ethnicity (US)

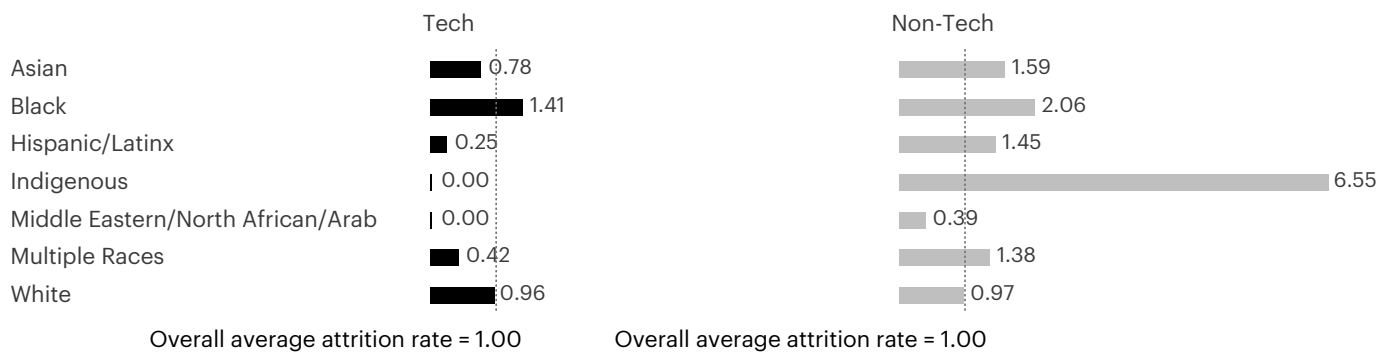


## Average Attrition Index | Tech/Non-Tech

### Gender (Global)



### Race/Ethnicity (US)



Snap's average attrition rate represents 1.00 on the index above. 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.

## A More Inclusive Data Set

In 2020, we re-launched Snap's DEI Self-ID Survey, enabling US- and UK-based team members to self-identify with a more inclusive data set beyond race/ethnicity and gender, including identities such as LGBTQ+, disability, first generation college graduates, parents, carers and others. The DEI Self-ID Survey is voluntary, and 75% of our US and UK team members responded— we've shared some of the survey results below. These results are representative of those who completed the survey.

**7.3%**are members of the  
LGBTQ+ community**0.2%**

are transgender

**2.8%**are currently serving or  
previously served in a  
military organization**23.4%**are first-generation  
college graduates**5.4%**are neurodiverse or  
living with a mental  
illness and/or disability\***2.8%**are living with a  
physical disability\***30.6%**

are parents

**7.5%**provide regular care for  
someone other than a  
child**33.5%**speak a first language  
other than English

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



# Appendix

## Direct Comparison to 2019 Using Regulatory Data

### Representation

	Race/Ethnicity (US)							Gender (Global)		
	Asian	Black	Hispanic/ Latinx	Multiple Races	Native American/ Alaskan Native	Native Hawaiian/ Pacific Islander	White	Men	Women	Undeclared
<b>Overall</b>										
2019	33.4%	4.1%	6.9%	4.4%	0.1%	0.3%	50.9%	66.6%	32.9%	0.6%
2020	34.4%	4.9%	6.8%	4.1%	0.1%	0.2%	49.5%	66.0%	33.1%	0.9%
Δ	+1.1%	+0.9%	-0.1%	-0.3%	0.0%	-0.2%	-1.4%	-0.6%	+0.3%	+0.3%
<b>Tech (Company-wide)</b>										
2019	48.5%	2.3%	3.5%	3.0%	0.0%	0.2%	42.5%	83.0%	16.2%	0.8%
2020	49.4%	2.5%	3.6%	3.1%	0.0%	0.2%	41.1%	82.1%	16.7%	1.2%
Δ	+1.0%	+0.1%	+0.2%	+0.1%	0.0%	0.0%	-1.3%	-0.9%	+0.4%	+0.4%
<b>Non-Tech (Company-wide)</b>										
2019	14.6%	6.2%	11.1%	6.1%	0.2%	0.5%	61.4%	45.8%	53.9%	0.3%
2020	14.2%	8.3%	11.1%	5.3%	0.2%	0.2%	60.8%	43.6%	55.9%	0.4%
Δ	-0.4%	+2.1%	0.0%	-0.8%	0.0%	-0.3%	-0.6%	-2.2%	+2.0%	+0.1%
<b>Director+</b>										
2019	16.5%	2.6%	2.6%	7.0%	0.0%	0.9%	70.4%	74.1%	24.5%	1.4%
2020	14.3%	3.0%	4.5%	5.3%	0.0%	0.8%	72.2%	72.5%	26.3%	1.3%
Δ	-2.2%	+0.4%	+1.9%	-1.7%	0.0%	-0.1%	+1.7%	-1.6%	+1.8%	-0.2%
<b>Tech (Director+)</b>										
2019	17.5%	2.5%	0.0%	10.0%	0.0%	0.0%	70.0%	91.1%	6.7%	2.2%
2020	13.3%	2.2%	2.2%	8.9%	0.0%	0.0%	73.3%	84.3%	13.7%	2.0%
Δ	-4.2%	-0.3%	+2.2%	-1.1%	0.0%	0.0%	+3.3%	-6.8%	+7.1%	-0.3%
<b>Non-Tech (Director+)</b>										
2019	16.0%	2.7%	4.0%	5.3%	0.0%	1.3%	70.7%	66.0%	33.0%	1.1%
2020	14.8%	3.4%	5.7%	3.4%	0.0%	1.1%	71.6%	67.0%	32.1%	0.9%
Δ	-1.2%	+0.7%	+1.7%	-1.9%	0.0%	-0.2%	+0.9%	+1.0%	-0.9%	-0.1%

### Hiring

<b>Total Hires (Men)</b>										
2019	25.1%	3.7%	5.4%	3.0%	0.0%	0.0%	25.5%			
2020	25.5%	4.2%	4.0%	1.6%	0.0%	0.0%	28.1%			
Δ	+0.3%	+0.5%	-1.3%	-1.5%	0.0%	0.0%	+2.6%			
<b>Total Hires (Women)</b>										
2019	10.7%	2.0%	3.9%	2.2%	0.0%	0.2%	18.4%			
2020	12.3%	5.1%	2.5%	1.7%	0.0%	0.0%	14.9%			
Δ	+1.5%	+3.1%	-1.4%	-0.5%	0.0%	-0.2%	-3.5%			

A small percentage (0.2%) of Hires in the US in 2020 were Undeclared with regards to Gender.

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



## Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs) are Snap-sponsored, grassroots, employee-led, volunteer groups that provide opportunities and resources to employees in order to advance the understanding and inclusion of all employees, consistent with Snap's mission and values.

Since the publication of last year's DAR, we're thrilled to welcome SnapShalom, our Jewish ERG, to the Snap ERG community. Snap's ERGs include:

**SnapAbility** supports team members with disabilities and allies, guardians and advocates of people with disabilities

**SnapAsia** brings together team members with Asian and Pacific Islander heritage

**SnapFamilia** celebrates and elevates diverse perspectives across Hispanic and Latinx communities

**SnapNoir** provides a forum for fostering cultural understanding and professional development for people of the African diaspora at Snap

**SnapPride** supports and celebrates our LGBTQ+ community

**SnapVets** for military veterans, dependents and those who continue to serve

**SnapWomen** supports, advances and empowers women at Snap

**SnapKaleidoscope** celebrates and supports a broad range of underrepresented groups in some of our smaller offices

**SnapParents** supports parents and caregivers

**SnapShalom** celebrating and creating space for Snap's Jewish community

**SnapSWANA** celebrates the diversity and culture of our team members with Southwest Asian and North African heritage

