



Mastercard Environmental Statement

Mastercard is a technology company in the global payments industry. We connect consumers, financial institutions, merchants, governments, digital partners, businesses and other organizations worldwide by enabling electronic payments and making those payment transactions secure, simple, smart and accessible.

At Mastercard, we are powering economies and empowering people, building a sustainable economy where everyone prospers. We call this connection between our business and our impact, doing well by doing good. Our impact strategy is expressed through three pillars – People, Prosperity and Planet – and the work we do is grounded in strong governance principles. This Environmental Statement directly supports our [Planet pillar](#) initiatives and our environmental sustainability strategy.

Foundational principles

We understand that a thriving economy requires a healthy planet. Our focus on a healthy planet is complementary and rooted in driving the long-term success of our business. Through our environmental sustainability strategy, we are increasing efficiency, strengthening resilience and supporting growth. We also see potential opportunities to drive long-term revenue growth in our core business, for example through circular economy initiatives that grow aggregate payment transactions.

We are members of the [United Nations Global Compact](#), and we complement that commitment by looking to relevant environmental norms, policies and practices that guide our decisions and actions. Our approach to climate-related impacts, risks and opportunities and natural resource management is grounded in science-based strategies and informed by standards and frameworks, including, among others, the [Greenhouse Gas \(GHG\) Protocol](#), [International Sustainability Standards Board](#), [RE100](#), [ISO Standards](#)¹, [GRI](#) and [LEED](#). Throughout, we are committed to complying with applicable environmental laws and regulations in the countries and territories in which we operate.

Key areas of action

We deliver on our environmental sustainability strategy by integrating responsible practices and innovative solutions across our global operations and value chain through key areas of action:

- *Emissions reduction*: Mobilizing and mitigating against climate change directly in our operations and across our supply chain by committing to net zero GHG emissions, including Scope 1, Scope 2 and relevant Scope 3 emissions by 2040.
- *Climate change resiliency*: Utilizing the latest climate science to address and adapt to inherent and residual risks of extreme weather events on Mastercard's built environment, where needed.
- *Built environment*: Providing guidelines for building design, siting, build and maintenance for our data centers and real estate portfolio and engaging and informing our leased asset partners of our priorities.
- *Energy*: Implementing strategies that prioritize energy reductions and efficiencies in our operations, such as building management systems, technology programs and infrastructure upgrades, partnerships and investments in renewable energy, including on-site generation, and procurement of both bundled and

¹ Includes ISO 14001 certification of data centers for Vocalink Limited, which was acquired in 2017.

unbundled energy attribute certificates (EACs) with a preference for those directly from our countries of operation.

- *Procurement*: Partnering with suppliers that share our dedication to conducting business in a legal, ethical and environmentally sustainable manner and supporting them in their efforts to set targets and reduce supply chain emissions, waste and other environmental impacts through supplier engagements, partnerships and contractual requirements.
- *Travel and commuting*: Offering resources and information on lower-carbon transportation opportunities and encouraging practices that reduce overall travel.
- *Waste*: Diverting waste, including electronic waste, from landfills through recycling, composting, donating and reusing initiatives, and ensuring proper waste handling.
- *Water*: Using water efficiently and responsibly in data centers and offices to reduce freshwater usage.
- *Environmentally focused solutions*: Designing and delivering products and services to activate the power of our networks to inspire, inform and enable our customers and consumers to act in positive ways to address environmental challenges.

Stakeholder engagement

Our stakeholder groups include our employees, investors, customers, suppliers, civil society and governments. At Mastercard, we regularly engage with our stakeholders on a wide range of topics in both structured and ad hoc ways. Mastercard is an active participant in several environmental membership organizations and coalitions. Through open and ongoing dialogue with our stakeholders, we gain insight into their interests, perspectives and actions and share our best practices to help inform our environmental sustainability strategy and drive positive, lasting impact.

Training and awareness

Our commitment to our environmental sustainability strategy is reinforced with training and awareness programs designed to educate and inform our employees and contingent workers and to support engagement with our suppliers and other key stakeholders.

- *Internal resources*: We provide access to environmental impact information through our intranet, including dedicated microsites and 'Impact in Action' guides that help employees understand and implement our initiatives.
- *Employee training*: All employees receive mandatory impact training during onboarding, followed by voluntary periodic refreshers, which cover key topics such as environmental resources, practices and goals. Role-based training is provided where necessary for process and implementation standardization. Additional voluntary training opportunities are available to inform employees of our latest environmental efforts and best practices.
- *Communication*: We regularly report on our activities and progress in our publicly available Impact Reports and have established guidelines and an approval process for making environmental claims in our marketing and communications. This ensures our statements are accurate, substantiated and aligned with our environmental impact commitments.
- *Suppliers*: Every supplier receives and is required to attest to our [Supplier Code of Conduct](#), which outlines the principles, guidelines and expectations for establishing and maintaining a business relationship with Mastercard. Supplemental educational resources are provided to support our suppliers in advancing their environmental management practices and performance.

Measuring effectiveness

We measure and evaluate our effectiveness so that we may continuously drive meaningful progress toward our environmental sustainability strategy. We routinely evaluate our metrics, track and present updates on our outcomes and develop action plans that further support our efforts. This involves balanced and transparent reporting, inclusive of our annual [Impact Report](#). Specific actions include:

- Quantifying our GHG emissions, including Scope 1, Scope 2 and relevant Scope 3 emissions.
- Measuring our emission reductions and seeking to identify opportunities to accelerate progress.
- Pursuing recognized environmental certifications, such as LEED, BREEAM, TRUE or other equivalent environmental standards.



Governance and policies

We are committed to a culture of ethical operations and compliance that is grounded in honesty, decency, trust and personal accountability. Effective risk management and oversight are essential to the success of our business and environmental sustainability strategy. We design and implement processes and controls to ensure accurate, complete and timely compliance with various accounting and reporting standards.

Certain of our existing policies are relevant to promoting our environmental sustainability strategy in our business and supply chains. These include our [Code of Conduct](#), which sets out our vision and culture of accountability, and the Environment section of our [Supplier Code of Conduct](#), which addresses our supply chain expectations.

Mastercard's Board of Directors oversees the strategic direction of the Company, including our impact strategy and the performance of the Company's business and management. The Nominating and Corporate Governance Committee, in coordination with other committees of the Board, as applicable, is charged with oversight of the Company's environmental, social and governance policies and programs, including those related to corporate responsibility, environmental stewardship, human rights and public policy activities.

Execution of our environmental sustainability strategy is implemented and coordinated among multiple departments and teams across the organization. Consistent with Mastercard's Policy Framework practices, the Environmental Statement is reviewed and updated every two years, which is overseen by the Executive Vice President of Financial Operations and jointly approved by the Chief Financial Officer and Chief Sustainability Officer.

This statement applies to all Mastercard entities, majority owned Mastercard affiliates and newly acquired companies, Mastercard's employees, contingent workers or other third parties acting on our behalf.

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